ANC

Saturday Review

JANUARY 19, 1957 / 20¢

EDUCATION & U. S. BUSINESS: NEW PARTNERS

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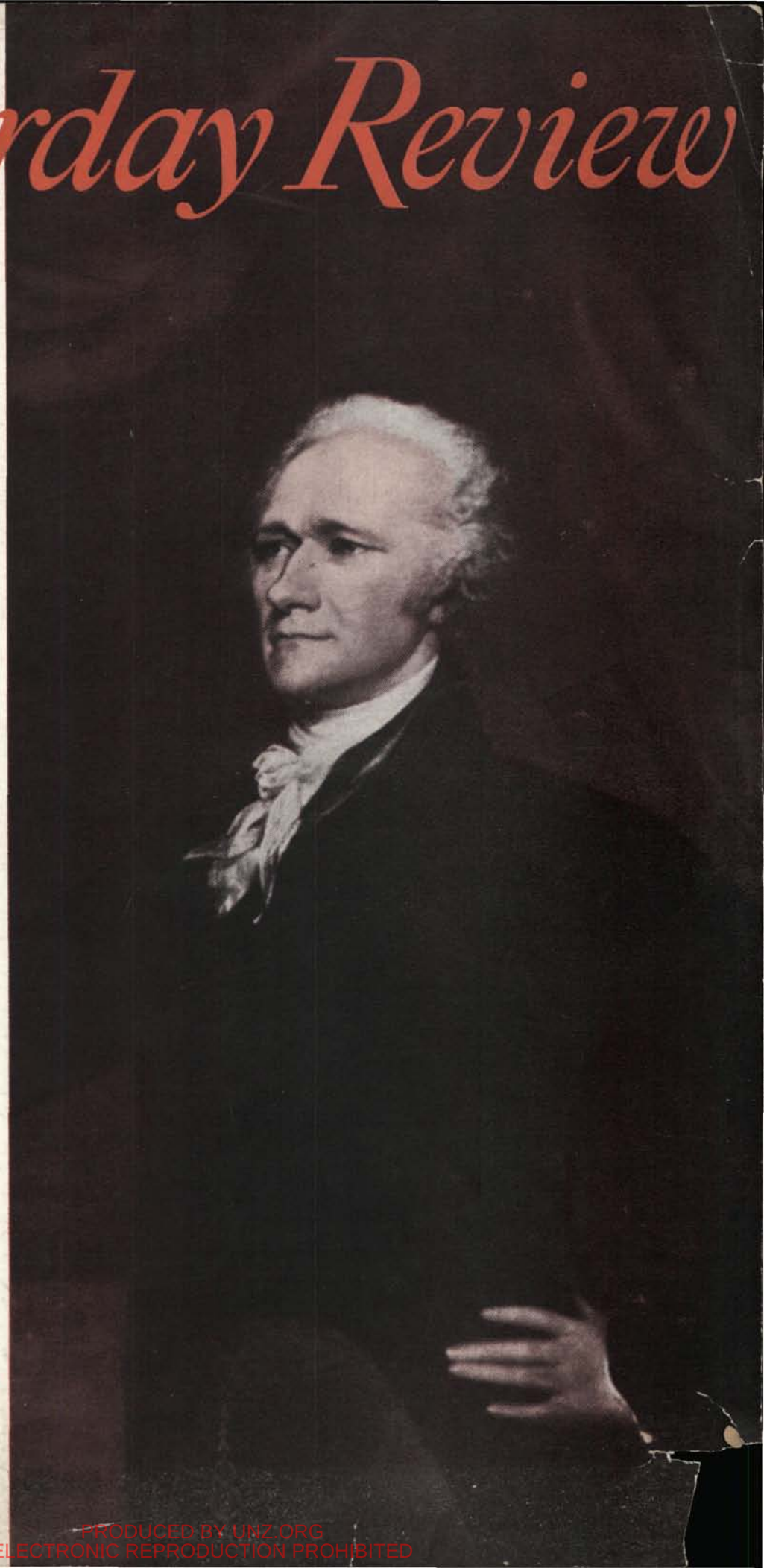
MAN VS. WOMAN

New Literary Skirmishes

NEIL H. McELROY

SR's Businessman of the Year



Alexander Hamilton, first Secretary of the Treasury, whose 200th birthday is being celebrated this year. (Page 33)

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- ☐ THIS HALLOWED GROUND *by Bruce Catton*
- ☐ A STILLNESS AT APPOMATTOX *by Bruce Catton*
- ☐ THE NUN'S STORY *by Kathryn Hulme*
- ☐ DON'T GO NEAR THE WATER *by William Brinkley*
- ☐ THE LAST HURRAH *by Edwin O'Connor*
- ☐ ANDERSONVILLE *by MacKinlay Kantor*
- ☐ THE UNICORN and Other Poems *by Anne Morrow Lindbergh*
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- ☐ LONG DAY'S JOURNEY INTO NIGHT *by Eugene O'Neill*
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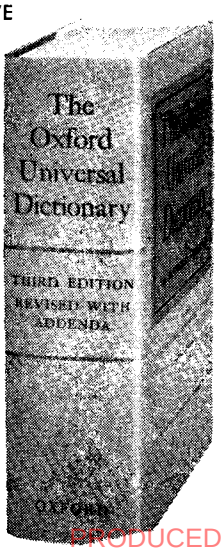

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The Saturday Review

JANUARY 19, 1957

Cover: Portrait by John Trumbull (Courtesy of the Art Commission of the City of New York)

SR/IDEAS

11 Education and U. S. Business
28 Business: Our Newest Profession: An Editorial

SR/BOOKS

32 Books on Business, selected by Edward C. Bursk
34 Corporation Giving in a Free Society, by Richard Eells
Reviewed by A. J. Zurcher
35 New Books for the Executive, by William M. Freeman
38 Alexander Hamilton in the American Tradition, by Louis M. Hacker
Alexander Hamilton and the Founding of the Nation, by Richard B. Morris
Reviewed by J. H. Powell
40 Jefferson: Champion of the Free Mind, by Phillips P
Reviewed by Adrienne
42 Prize Stories 1957, edited by Engle with Constance Urd
Reviewed by Hollis Alpert
43 Winter's Tales 2
Reviewed by William Peden
43 Father Juniper and the General, by James Norman
Reviewed by Ben Ray Redman
44 Man Against Woman, edited by Charles Neider
Reviewed by Helen Beal Woodward
45 Raising Demons, by Shirley Jackson
Reviewed by Jean Campbell Jones
46 Children of the Ladybug, by Robert Thom
Reviewed by Joseph Langland
55 Pierre-Joseph Proudhon, by George Woodcock
Reviewed by J. Salwyn Schapiro

SR/DEPARTMENTS

6 Trade Winds
29 Letters to the Editor
47 Literary I.Q.
48 Broadway Postscript
49 *SR* Goes to the Movies
50 TV and Radio
51 Music to My Ears
52 Booked for Travel
54 Literary Crypt
59 Kingsley Double-Crostic No. 1191

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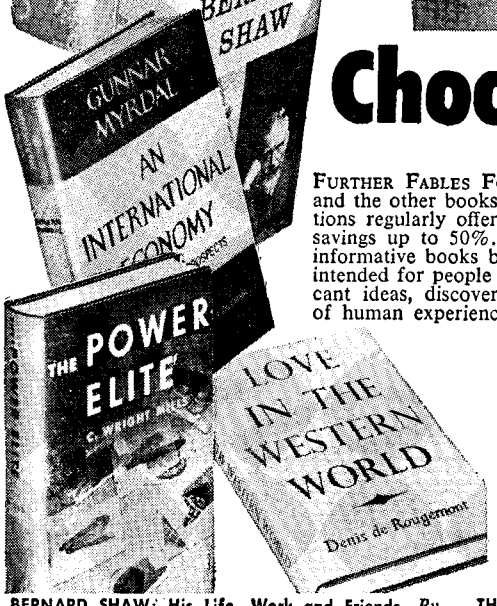

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TRADE Winds

THE LITERARY SCENE

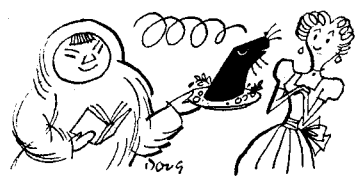
• • In Paris, the American Express Company, refurbishing its famous premises at 11 Rue Scribe, unearthed a lot of old records. They reveal that during the 1920s, when Sinclair Lewis was cutting a wide swath in Europe, two of the key employes at 11 Rue Scribe were named Dodsworth and Arrowsmith. Arrowsmith was the chief cashier and Dodsworth was the assistant manager. You may recall that Sam Dodsworth spent a great deal of time in the writing room of the American Express Office!

• • In Tokyo, reports Maurice Dolbier, Eiji Yoshikawa, author of "The Heiké Story" (published here by Knopf), declared an income last year of something like $60,000, and another writer, Matsutaro Kawaguchi, earned only slightly less. What makes these figures really impressive is that they were more than double the figure reported by a reigning film queen and five times that of the best-paid professional baseball player.

• • At the Choate School, Joe Consolino, one of the great book salesmen of our time, recalled, "There's one phrase that used to rile me when I was in the Army that somehow doesn't bother me when a book buyer says it today: 'That's an order!' "

• • Backstage at "My Fair Lady," press agent (for this show they need a press agent!) Dick Maney received this letter from author John O'Hara:

> Dear Dick: I thought you would like to know that my boss is not in town, it is not my wedding anniversary, my daughter is not home from college, I am not leaving next week to spend two years in Pakistan for the State Department, I was not in the Army with the producer, I do not write about the theatre for our local shopping news, I did not help get Rex Harrison in White's Club, I am not Moss Hart's godfather, I was not a stroke oar at the University of Washington, I am not willing to give you a couple of Indiana Turnpike tax-free bonds, and I am not a free-lance photographer. I have seen "My Fair Lady." As ever, John O'Hara.



• • At Encino, California, an actress engaged by Hal Kanter to portray Lady Macbeth in a TV show rushed off to the Actors' Studio to get a little Method in her madness.

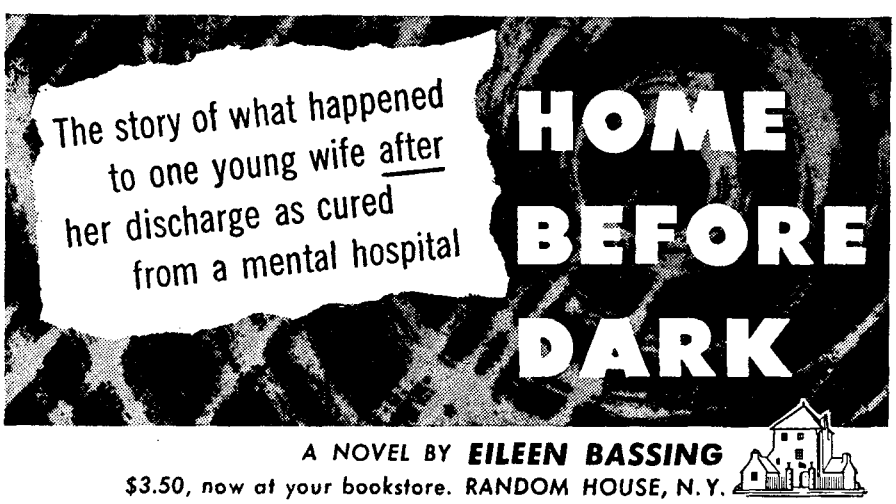
• • In England, Wystan Auden became the first American citizen to hold the post of Professor of Poetry at Oxford University. Opponents protested that as an undergraduate at Oxford Auden earned only a lowly "Third Class" in his final examinations. His champions had only to quote Sir Walter Raleigh in their reply: "The scholars end up in First Class—and the poets smile at them from the Third."

• • In Chicago, Irv Kupcinet tells of a TV writer who encountered trouble with network censors, retaliated by dashing off a play entitled "Idiot's Delete."

• • At Michael's Pub, a trio of senior editors agreed that the three most elusive authors in America (almost never in the places they are supposed to be) are Sam Behrman, Thornton Wilder, and William Faulkner. Any other nominations?

• • In Boston, Houghton Mifflin has combined three of Rafael Sabatini's most popular historical novels ("Scaramouche," "The Marquis of Carabas," and "The Lost King") into an 1,100-page omnibus called "In the Shadow of the Guillotine." How many of you remember the opening sentence of "Scaramouche"? Altogether now: "He was born with a gift of laughter and the sense that the world was mad, and that was his only patrimony."

• • On Madison Avenue, reports *Tide*, a publishing house advertised for a new receptionist. The one



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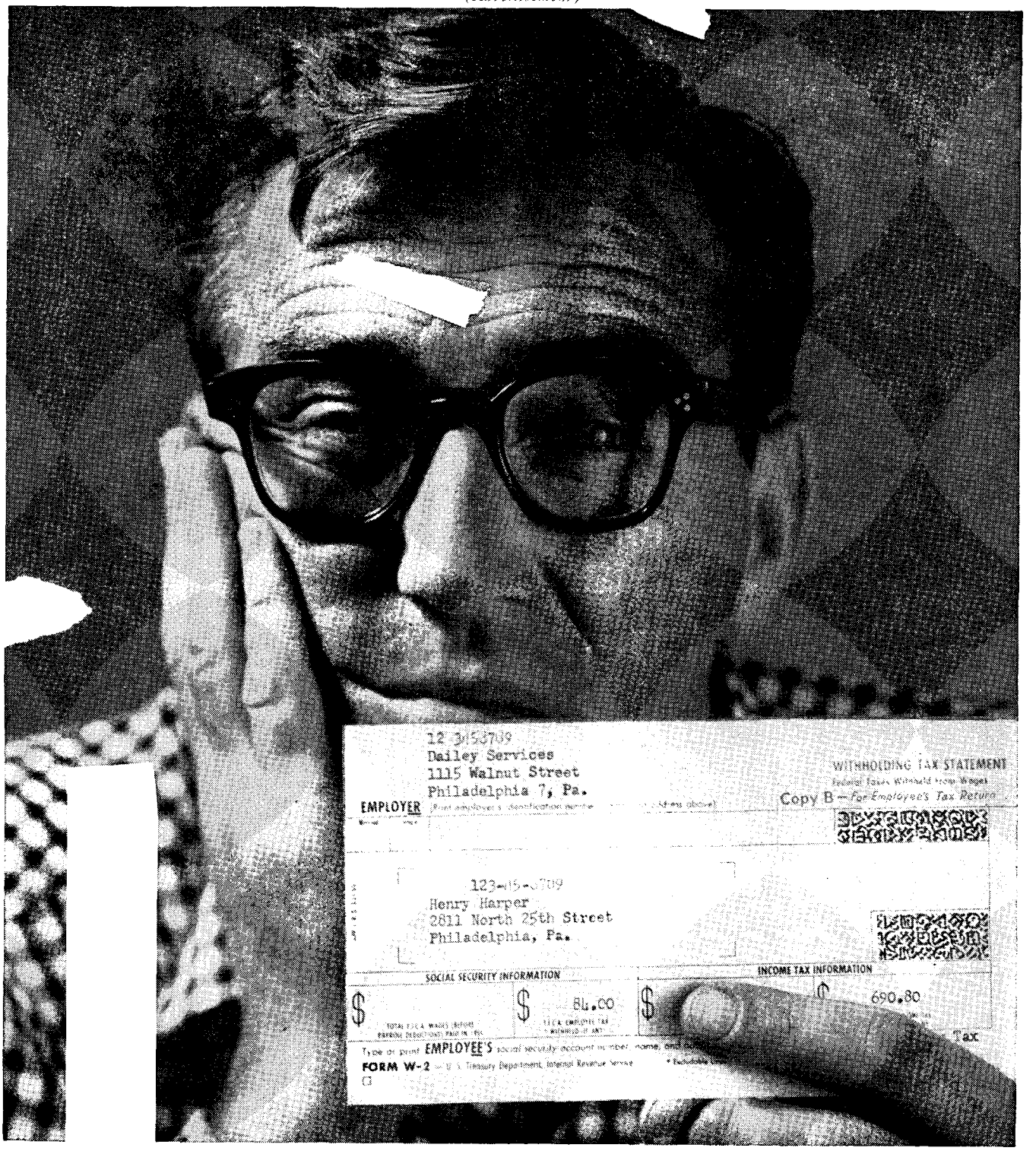

Where do your taxes go?

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ow that some go to help pay other
bills?

families and businesses that get
from federal government electric
TVA.

; 23¢ of every dollar you pay for
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those other people pay much less . . . only about 4¢ per dollar if their power comes from the government's TVA, for example. As a result, *you* are taxed *more* to make up for what *they don't have to pay.*

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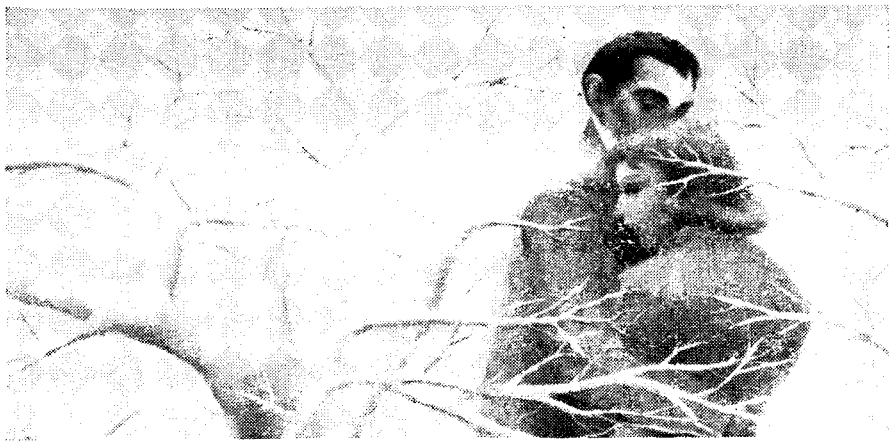

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THE SLEEPING PARTNER

Pearl Freeman

by Winston Graham

Since his first novel was published (at age 23), Winston Graham has gained an ever-growing audience with two kinds of novels: top-drawer suspense stories like *Night Without Stars, Fortune is a Woman* and the prize-winning *The Little Walls;* and historical novels of 18th-century Cornwall and the Poldark family including *The Renegade, Demelza, Venture Once More* and *The Last Gamble.* Several of these have been extremely successful book club selections; all have been praised for the author's great versatility, his ability to create suspense and subtle characterizations, his acute feeling for the atmosphere of a place, and his polished wit. Mr. Graham's home, Trebarran, overlooks the sea of Perranporth, Cornwall, England, where he enjoys the mixed blessings of writing, reading, tennis and the raising of roses and children.

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chosen had a charming manner, but was thought to be lacking somewhat in the sex-appeal department. She was sent, at company expense, to an exclusive beauty salon, and instructed to shoot the works. Next day she failed to report for work, but phoned instead. "I'm afraid your job is not for me," she said with a note of genuine regret in her voice. "It's not glamorous enough."

•• At Doubleday's, a newly arrived English author expressed disappointment with his first dinner at a Broadway delicatessen immortalized by Damon Runyon. "It's hard to believe," he reported, "but there wasn't a decent wine in the place."

•• In Indianapolis, disc jockey Vic Knight perpetrated "As one [illegible] said to the other: let's get [illegible] The doctor is taking us out [illegible] Vic also gets credit (?) for [illegible] dressed. Gillette said to his wife at a moment in a bridge game: "Ho [illegible] you fixed for spades?"

•• In London, the punctilious *Times Literary Supplement* printed the following admission of a serious error: "As readers will have noticed, in our article last week on children's reading, we said that it was Peter Rabbit who was tied up in a sack. This, of course, should have been the Flopsy Bunnies."

•• In the book department at Dayton's Rike Kumler emporium, Bec Wise heard a platinum blonde confide to a companion, "I don't know how those Russians do it. When I drink vodka, I say 'yes' to everything!"

•• At Sardi's, Harvey Breit told about a scholar who insisted that Shakespeare's plays had been written by Queen Elizabeth. The eminent Scots minister Dr. Hugh Black challenged him. "Surely," he scoffed, "you don't believe a woman could have composed such masterpieces." "You miss my point entirely," said the scholar. "It is my contention that Queen Elizabeth was a man."

•• At the Shishmaref Day School in Alaska, reports John Storm, students have compiled an "Eskimo Cook Book" which has one decided virtue: it contains recipes you definitely will find nowhere else. Take Sue'wok, for ex-

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ample salmon eggs and berries) eyak'ook (boiled seal head) copy, send sixty cents to Bo Anchorage, Alaska. The money to the Alaska Crippled Childr Association.

PUBLIS
ALSO GIVEN: A NEE

• • At Station WABD, New York, Mike Wallace's interviews with celebrities have the whole town talking. Far from buttering-up victims in the approved fashion, and murmuring a succession of "wonderfuls" and "amazings," Mike needles them into revealing what really makes them tick—and who are their pet hates. The results are electric. This show (it's called "Night Beat") belongs on a coast-to-coast hookup immediately.

• • At SMU, in Dallas, a Roman history prof asked student Gregg Wallace if he could give a short dissertation on Pliny's idea of governmental organization. Mourned Wallace, "I got nothing of Pliny's, and Pliny has nothing of me."

• • In Hollywood, an elated producer d a publisher from whom he ght a certain property, "So you thought we couldn't make a musical out of that book, hey? Did you see the reviews Tuesday?" "It turned out better than I expected," conceded the publisher, "but I thought the score was thoroughly undistinguished." "Undistinguished!" cried the producer. "Three of the songs this week are Number One on 'The Hit Parade'!"

• • In Washington, notes the paronomastical Ellis Jones, a well-known male quartet had a bout with the virus, promptly renamed themselves "The Four Hoarsemen."

• • At Bob Campbell's Westwood Bookstore, a lady who had bought every book on reducing suddenly re-

jected a copy of the new vest-pocket book "How to Lose Weight." "Can't you see I'm suddenly down to 192?" she demanded. "It's on account of my husband. He disappeared three weeks ago, so naturally I'm worried. And when I worry, I don't eat." "If your husband has disappeared," reasoned Bob, "don't you think you ought to notify the police?" "I've been thinking of it," admitted the customer, "and believe you me, I will —as soon as I worry off about thirty

Helping to speed your telephone call. Telephone man Byron Jensen tests the intricate equipment that gets your number quickly and accurately. PHOTOGRAPHS BY ANSEL ADAMS

He keeps an electric brain thinking clearly

You benefit from skills like his whenever you use the telephone

Every time you make a call over a dial telephone, you start an electric brain "thinking" in one of our offices.

First, it tells you when to start dialing by means of a tone. Selects your number automatically from many thousands or millions. Then rings your party or tells you the line is busy.

Such equipment is indeed remarkable. But with all its electronic magic, it still needs the help of people. Day and night, there is continuous checking and maintenance by telephone office craftsmen like Byron Jensen.

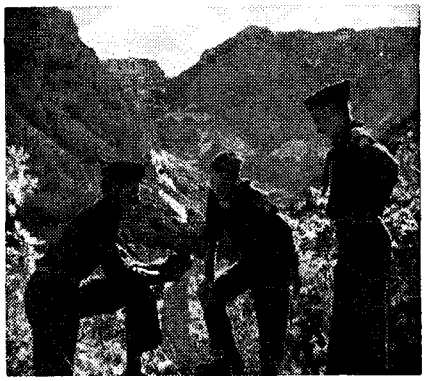
"Big part of the job," he says, "is to keep trouble off the lines. For every one of those calls is important to someone. And some can be very important.

"Not only personal calls, but fire alarms, burglar alarms, radio programs and even newspaper pictures go through this same equipment."

Each Sunday Byron teaches a class for boys. Many of his evenings and week ends are devoted to Boy Scout work.

For a person who enjoys helping others, he finds his telephone work particularly satisfying.

"Whenever I watch those dial switches work," he says, "I get the feeling I'm at the nerve center of the community."



Instructing Boy Scouts. Byron, a troop chairman, shows scouts how to orient themselves with a map and compass in the beautiful Wasatch Range near Provo, Utah.

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This practical guidance will fit these youngsters for the tasks ahead, operating farms, railroads and docks that their fathers carved from the jungle. They will inherit a strong economy, linking the rich lands of the Americas with the markets of the world. The crops of today bring the dollars, machines and manufactures to make that bright future a reality.

The Living Circle of trade and communication guards the prosperity of the Americas. This free way of life offers the only true security against communist aggression.

THIS LIVING CIRCLE STRENGTHENS THE AMERICAS

United Fruit Company has been serving the Americas usefully for 56 years—reclaiming wasteland, stamping out disease, developing human skills, helping by research, new techniques and transportation, to increase the production and sale of bananas, sugar and other crops, and expediting communications.

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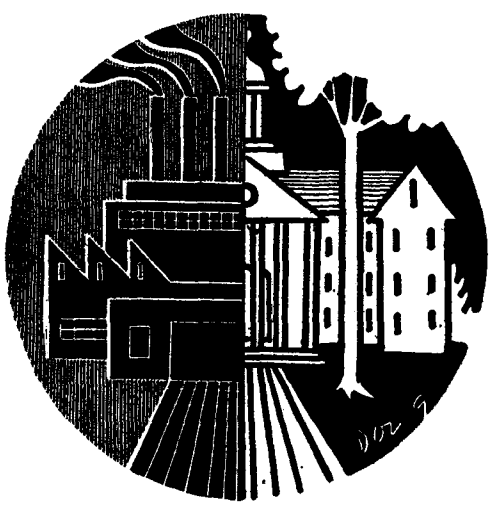
United Fruit Company

The Saturday Review
JANUARY 19, 1957

EDUCATION & U. S. BUSINESS:

New Partners



The time has long since come to end the graceless war which has raged for more than 100 years between the businessman and the scholar: hoary and insulting expletives like "Babbitt," "Podsnap," "egghead," and "bohemian" have outlived their proper targets. No sensible businessman would be prepared to do without the critical and analytical activity of the academic man; no sensible academician would be prepared to sacrifice the agreeable economic corollaries—scholarships, foundations, and subsidies—of a sound prosperity. The Saturday Review *is dedicated to the reconciliation of these complementary functions of any healthy middle-class society like America's, and in this issue we discuss specific ways in which the businessman can benefit, and benefit by, the university in achieving the permanent aspirations of the Republic of which all of us are a part.*

THE CULTURE OF THE BUSINESSMAN

by CRAWFORD H. GREENEWALT, *president, E. I. du Pont de Nemours and Company.*

IN THE relationship of education to business we observe today a fine state of paradox. On the one hand, the emphasis which most business places upon a college degree is so great that one can almost visualize the time when even the office boy will have his baccalaureate. On the other hand, we seem to preserve the belief that some deep intellectual chasm separates the businessman from other products of the university system.

Not long ago a young English professor was speaking of a collection of letters written by a Boston businessman back in the 1840s. He expressed amazement that this gentleman and some of his commercial confreres were members of a club which had numbered among its principal ornaments Mr. Ralph Waldo Emerson.

"Imagine Emerson hobnobbing with some of our modern business people!" he remarked morosely.

Well, I don't know. I have a feeling that Mr. Emerson might do worse, and I get a little weary of the notion that business people are quite the Philistines that many seem to think. For some reason, we tend in this country to characterize vocations by stereotypes, none too flattering but nonetheless deeply imbedded in the national conscience. In this cast of characters the businessman comes on stage as a crass and uncouth person complete with top hat, paunch, and large watch chain, scoffing at all cultural pretensions and unmindful of all save gain. It is not a pleasant conception and no more truthful or less unpleasant than our other stereotypes—the absentminded professor in his ivory tower, the drunken reporter, the longhaired musician, the toolless plumber, or the interfering mother-in-law, to name a few.

I've known a great many business people. My own impression is that it would be impossible to crystallize a "typical" example out of the lot and, what's more, a completely pointless exercise. I know businessmen who are bores, some who lack the social graces, some who are dull companions, and some whose intellectual interest is limited to the business that engages

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them. On the other hand, I know some who are learned men of vast and unremitting scholarship, some with the sensitivity of poets, and some with the patient calm of saints. I know a number whose knowledge and feeling for music is as sophisticated as any. I know one who is an authority on Browning, another who is a Greek scholar, and another who has as profound an appreciation of the pre-Raphaelites as Ruskin's.

IT SOMETIMES seems to shock academic people to learn that there are business people who are reasonably literate. Here I imply no special offense, for business people are sometimes just as amazed to find a professor who is not a starry-eyed dreamer.

But of the two, I think the academic view is a bit more condescending. Some years ago I met a historian who was stunned to find that I had read Gibbon. He had, clearly, been taken in by the folklore and had generalized freely from the stock caricature of the business type. The truth is, of course, that business is made up of people with all kinds of backgrounds, all kinds of motivations, and all kinds of tastes, just as in any other form of human endeavor. Businessmen, in short, are not ambulatory balance sheets and profit statements, but perfectly normal human beings, subject to whatever strengths, frailties, and limitations characterize man on this earth. They represent a cross-section of society—the brilliant and the dull, the generous and the grasping, the expansive and the petty, the sensitive and the crass, the good and the bad. They are ordinary people grouped together in organizations designed to complement the weakness of one with the strength of another, tempering the exuberance of the young with the caution of the more mature, the poetic soarings of one mind with the counting-house realism of another.

I find it hard to believe that business would draw *all* its people from the culturally disenfranchised. I am inclined to think that the group of people comprising business management has pretty much the same proportion of good, bad, and indifferent mental qualities as any other. Men elect to enter the field of business just as they may choose some other vocation—the law or journalism or the clergy or teaching—sometimes through a leaning or predilection, more often through pure chance.

There is, in fact, considerable mobility between vocations. I, for one, started out as a scientist and wound up, for various reasons—not wholly voluntary—working at a desk instead of a laboratory bench. Several promising engineers and administrators have left us for the ministry or for teaching. We have a few who have reversed the procedure.

So, if we can concede that people in the main have decent, honorable, and reasonable standards of taste and behavior, I think we can say that those in the business world average out at about the same level as any other. Any disfigurement which society may suffer will come from man himself, not from the particular vocation to which he devotes his time.

Any group of people necessarily represents an approach to a common denominator, and it is probably true that even individually they tend to conform somewhat to the general pattern. Many have pointed out—I among them—the danger of engulfing our original thinkers in a tide of mediocrity. It is a very real danger. But I cannot see that conformity is any more prevalent or any more exacting in the business field than it is in any other.

Conformity is not a special characteristic of business; it is a characteristic of all organizations of whatever nature. I am inclined to think that, man for man, the large business unit provides greater opportunities for individuality and requires less in the way of conformity than other institutions of comparable size—the government service, say, or the academic world, or certainly the military.

I realize that it is popular to regard the large business unit as a machine in which human tolerances are held within precise limits and some All-Seeing Eye charts the manners, dress, and political views of each candidate for advancement. One of the magazines devoted to business has the curious conviction that the wives of business executives are screened critically as part of the criteria for promotion.

All this of course is pure fiction at least according to our experience. The Gray Flannel Suit is a pretty superficial symbol after all (I don't own one), and among my most valued associates taste in dress covers a pretty broad pattern. The same goes for personal habits and enthusiasms. As for wives, I can report that among my close co-workers there are a number whose ladies I have never seen.

It is not conformity in the outward signs which represents the danger; it is conformity in thought and in thinking. And on this level I suspect that business is less constrained than other ways of life. To cite an extreme, consider the monolithic unanimity of

conviction demanded by the Com munist Party. Members may, pre sumably, dress as they please, gro whiskers, or cultivate strange person habits, but their views on everythin are rigidly prescribed.

ASSUMING that education's objec tive is to cultivate the soil of huma thought, its place in business is th same as its place in any other fiel of human endeavor. The man of tale who turns to business for a caree will find just as much in the way creative opportunity as he would i any other field.

The stake of business in educatio is as obvious as it is large, but it a general, not a specialized, stake. W hear much these days about the short age of technically trained peopl Since business organizations emplo a large percentage of those traine in the scientific disciplines, an are of conflict appears to develop in th feeling that the aims of the liber arts and the social sciences are incom patible with those of the physic sciences. The educators themselv join the fracas, some holding that th engineers and scientists are impatie with the humanities, others conten ing that the student of the liberal ar might well concern himself with th realities of the physical world.

Well, there is something to be sa on both sides. Yet it is, of cours ridiculous to assume that there shou be any real incompatibility betwe technology or industrial developme and the scholarly pursuit of learnin Much of the support for the estab lishment of colleges and universiti of all inclinations has come, in or way or another, out of our industri growth. Much of the cultural develo ment, particularly that which h brought a high level of cultural oppo tunity to the people as a whole, r sulted from institutions set up a endowed by businessmen who wish

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) share the rewards of their enter-
rise with the general public. Art
alleries, libraries, historic restora-
ons, public parks and gardens,
iuseums, and many other such insti-
itions offer testimony today to the
ublic-spirited benefactions of men
'ho were successful in the business
nd industrial field. In fact, I would
ay that American businessmen have
een patrons of the arts and humani-
es to an even greater extent than
ney have been patrons of the sciences.

As many have pointed out, business
iust share part of the responsibility
)r keeping our colleges on a strong
nancial basis. Much is being done
i this direction, and more will be
one ultimately. But I confess to some
'ritation with the nomenclature
'hich associates "education" so inti-
iately and so exclusively with the
niversity. This view seems to accept
rather shocking series of premises:
irst, that a university graduate is
ecessarily educated; second, that all
on-graduates are necessarily uneduated; and third, that the educational
rocess ends with the diploma.

Each of these assumptions, of
)urse, is nonsense. The proper con-
ept of a university, as many have
escribed it, is simply that of a
iatalogue which sets forth the areas
: human thought and indicates the
'enues through which each may be
xplored. After that it is up to the
idividual. He may go as far along
ie road as his personal taste and
'pacities dictate.

How many of us can look back
pon the day we became college
'aduates and say that, on that day,
e were educated people? I am sure
cannot, and I know few who can.
n education is not a single entity,
eveloped in a few semesters of study
id delivered with our diploma—it
a never-ending process built up
'er years of exposure and experi-
ice. How well we are educated, it
'ems to me, is simply a matter of
)w well we have adjusted ourselves
our lives and our environment,
hether we have enlarged our hori-
)ns or have been content to vegetate
ithin a narrow valley.

Most, if not all, of the interests
hich broaden and enrich our lives
id our careers are developed long
ter we have left college. One of my
vn interests, as I have noted, is
)man history, yet at graduation I
uld have identified neither Tacitus
)r Diocletian. My fancy for serious
usic was not developed in college;
those days, I listened respectfully
"Whispering" and "Avalon," like
'erybody else. I've been running a
ird race for many years against the
:t of books and authors I hope
eventually to know; I caught up with Thackeray only last year.

There are, of course, young men who enter the business world and become so engrossed in immediate affairs that they ignore all else. They live in a narrow cell of their own making; the world looks at them and deplores their lack of culture. But this process is by no means exclusive to business; we see it at work in every other element of life. We see professors of history with few interests outside the period and the area of their own parochial specialty. We see artists indifferent to everything but their canvases; physicians who are lost outside medicine; lawyers unlearned in all save law.

Too often, I fear, we criticize the one-dimensional businessman while somehow finding excuses or even applause for the one-dimensional professor or artist or scientist. Yet I find it hard to differentiate. The narrow cell has the same walls and the same limitations whether it is an office, a laboratory, a studio, or a classroom.

Is there anything about the business process itself to make a difference? I cannot agree that there is. I cannot see that there is anything to make commercial institutions less worthy or less desirable or less ennobling of their participants than other institutions or other professions. If we were called upon to recreate a primitive society on a desert island, with each of us contributing his special skill to the community enterprise, there would be no reason to regard the man who made shoes in a less useful or less flattering light than the man who made poetry or sermons, or even laws. The fact that we today identify shoes as a commercial venture and others as cultural or spiritual or professional does not change the basic nature of any.

NO, EDUCATION is not the province of any one group or any one type of activity. One does not automatically become cultured in one trade and uncultured in another. All of us have our own specialties—otherwise we become mere dilettantes. Every tree must have its trunk, but it can put out branches in profusion, and the branches will spread and intertwine with one another to produce the whole specimen. And the purpose of education must be to encourage that growth.

Despite our mass attendance at college and our mass exposure to culture, education remains an individual achievement. I am afraid the emphasis, in education as elsewhere, has been in recent years on the group, with the tendency to obscure the star in the constellation, the soloist in the ensemble. Yet it will always be true, I am sure, that the individual will provide the basis for progress. Self-direction is difficult; it is frustrating and often downright unfashionable. Men of uncommon endowment will always represent a minority group within the ranks of society, subject to all the sanctions and discriminations which minorities have always suffered. But it is the uncommon man who will achieve the goal of a true education. For, short of a personal and highly individualistic effort, there is no other way to acquire an education at all.

—*"Paradise," by Fra Angelico (1387-1455).*

"Despite college and culture, education remains an individual achievement."

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NEW GOALS FOR BUSINESS

By H. W. PRENTIS, JR., *chairman of the board, Armstrong Cork Company, and former president of the National Association of Manufacturers.*

IN 1956 the business community further increased its already sizable aid-to-education programs which provide much-needed funds for our nation's colleges and universities. It is estimated that business grants to higher education, for all purposes, neared the $100,000,000 mark in the year just closed. This compares with grants of approximately $40,000,000 for all purposes in 1950. Final figures for 1956 are not available because of the three-year lag in reports from the Internal Revenue Service.

This rate of giving is indicative of the fact that business management is aware of the acute financial needs of our colleges and universities and is both accepting and discharging its responsibility in helping meet these needs. Eloquent proof of this was contained in a study of business giving that was released last fall by the Council for Financial Aid to Education, Inc., a non-profit public service organization established in 1953 by business leaders and educators to encourage more adequate support of higher education.

The Council's study covered eighty-one selected companies, representing a good cross section of both large and small firms, and seventy-two of this number supplied information. To summarize the survey's results:

> Operating in a field which is new to them, the top management personnel and their aides in many of the nation's best known business concerns *are doing a job.* They have accepted a responsibility and are discharging it well. They are developing aid-to-education programs with thoughtful care, with high intelligence, and with an eye to the national interest as well as—and in some cases even more than—the company interest. There is probably nothing in the history of American philanthropy to equal the development, both in quality and in quantity, of giving to our colleges and universities by business concerns in the last five years.

Specifically, the study compared giving by the firms in 1952 with that in 1955. The dollar grants (by all companies reporting) totaled $8,176,455 for thirty-eight companies in 1952 as compared with $21,442,794 for forty-nine companies in 1955—a healthy increase of $13,266,338—or 162 per cent.

The thirty-eight companies which made contributions to education in both 1952 and 1955 boosted their giving by $8,846,407 from $8,176,455 in 1952 to $17,022,863 in 1955. The average amount of the grant for these thirty-eight firms was $447,970 in 1955.

Other interesting statistics from the report show that the average contribution of the top ten firms increased from $631,987 in 1952 to $1,506,844 in 1955, and that the average for the top twenty rose from $378,708 to $949,509.

In 1952 only one company reported contributions to higher education at the rate of $1,000,000 or more, but in 1955 there were eight companies or their foundations in this class. Furthermore, two of 1955's million-dollar givers had no formal aid-to-education programs in 1952.

Despite this dramatic growth in both aid-to-education programs and in larger total grants, there is still a long way to go before the financial needs of higher education will be met. What we have seen up to now is a good beginning, but only a beginning. During 1954 the Council made a survey among the nation's higher educational institutions, to measure their present financial situation and their total additional needs, above current operating income and capital resources, for the next ten years. Institutions representing 70 per cent of the nation's total college enrolment completed questionnaires. On the basis of the expressed needs of these institutions—and projected mathematically to the "whole universe" of more than 1,300 colleges, universities, and professional and technological schools—the grand total of the basic needs of American higher education during the next decade is estimated as follows:

For additional endowment (unrestricted—to be used for faculty salaries, scholarships, current operations, and research)—$4,111,625,000.

For capital funds (buildings, improvements, and equipment)—$4,024,666,288.

This is a grand total over $8,000,000,000, or about $800,000,000 *annually* for the next ten years.

Gross national product currently is as the annual rate of $411,000,000,000 and national income at $340,000,000,000. The Department of Commerce estimates the nation's bill for tobacco consumption at $5,400,000,000 a year, more than twice the total operating costs of all our colleges and universities. It would seem that we could well afford to make the lamp of learning burn a little more brightly. One per cent of corporate net income before taxes, in 1955, would have amounted to $427,000,000, which would go a long way toward making up the $800,000,000 annually which higher educational institutions need.

THE area in which I think the greatest immediate opportunity of helpful assistance to our colleges is in respect to faculty compensation. Present levels of compensation are a disgrace to the nation. In a market where business concerns are themselves competing strongly for the best minds and skills and talents, the colleges are having a hard fight to recruit and hold able people who ought to be engaged in teaching and research, contributing to the welfare of the whole nation.

Our institutions of higher learning have attempted to solve their financial problems by boosting tuition fees. The proportion of their income derived from tuition has gone up in the past twenty years from 43 to 60 per cent in professional schools, and from 60 to 73 per cent in private liberal arts colleges. In most institutions student fees are now about as high as they can be without cutting down the number of young people who can afford to pay the cost.

While all institutions of higher

—*Burck, in* The Chicago Sun-Times

"Carrying Her Book."

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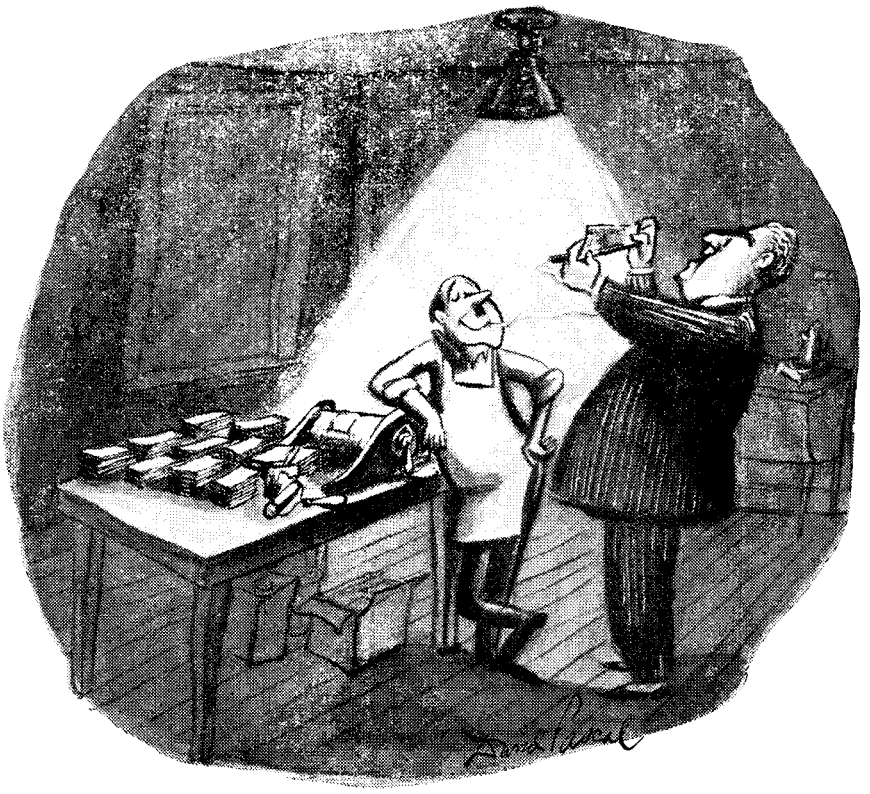
learning—both public and private—need financial aid today, the need is perhaps most acute in our medical schools and private liberal arts colleges. The free institutions we so complacently enjoy today are the products of the culture represented by the liberal arts. Education that does not mold the character of the human receptacle, spiritually and morally, is readily transformed into lethal poison for the individual and social dynamite that lies all around us in fearful proximity to the lighted fuses of domestic demagogues and foreign fanatics bent on the destruction of our free institutions. With fatuous complacency we have steadily cut ourselves off from the intellectual and spiritual sources from which our freedom stems.

THE colleges and universities are not to be blamed solely for the development of this situation. We in the business community must assume some of the blame, for we have constantly given more and more emphasis to the economic side of education, forgetting that dealing with the concrete does not lead to knowledge of the abstract. We have thereby lost our crusading faith in our free institutions. The disease of state socialism has spread over a much larger segment of the American body politic than most of us realize. The only possible cure is a sweeping and speedy revival of the type of liberal education for which the colleges and universities of America were so noted in the early days of the Republic.

They must be financially sound and independent to do this job. If they were to seek increased Federal subsidy as the means of solving their financial problems, they would sooner or later lose their freedom and their power to perpetuate the philosophical, political, civic, and religious concepts on which the American Republic rests. They would soon learn that "he who pays the piper calls the tune." As a trustee of two private colleges and an alumnus of a state university, I am a firm believer in our dual system of higher education, and I earnestly hope that none of us who share that faith will weaken the sources of our intellectual and spiritual strength by selling the birthright of freedom of our private colleges for the pottage of Federal subsidies.

Some believe that there is danger in allowing business organizations to become substantial financial supporters of higher education since, they feel, business may attempt to dictate the course of education. Nothing could be further from the truth. The recent Council for Financial Aid to Education study of eighty-one firms to which I referred earlier, demonstrated positively that business is *not* attempting to dictate to the educators.



"Lefty, you've done a fine job. Run off an extra $10,000 for yourself."

The greatest need of colleges and universities is for *unrestricted* funds. The study showed a 228 per cent increase in the dollar volume of *unrestricted* giving on the part of the business firms reporting. Furthermore, the criteria for giving used by business organizations showed a remarkable desire on the part of management to give money in a way that would genuinely help the institutions rather than further the special interests of the business firms. The most highly ranked criteria for giving were, in order, accreditation (of the institution), academic excellence, geographical location, technological or professional program, and quality of leadership.

The great danger lies not in more widespread financial aid to education from business but in the threat of increased Federal subsidy as I have already indicated. When government pays the bill it will inevitably tend to dictate educational policy and procedure. A clear indication of this is given in the area of vocational education. In a booklet recently issued by the United States Department of Education on vocational education, there is the statement—which should be a clear signal to all who are concerned with academic freedom—that Federal support will be granted only to those V.E. programs that are approved in Washington.

The Commission on Financing Higher Education has given full consideration to the matter of Federal subsidy and reached the unanimous conclusion that the nation should call a halt at this time to the introduction of new programs of direct Federal aid to colleges and universities. It also expressed belief that it is undesirable for the Government to expand the scope of its scholarship aid to individual students. The position of the Commission was based upon what it regarded as conclusive considerations, namely, that the strength of higher education is founded upon its freedom and upon our country's freedom, for without freedom, its attraction to intelligence, its capacity to stimulate investigation and originality, its power to produce men who will guide our country wisely and serve it well, will wither.

TO SUM up, our colleges and universities, like our churches, are the most venerable of our institutions. They have contributed magnificently to the growth and defense of our Republic. Their capacity to continue doing them is directly dependent upon the response of our society to their needs. It is most encouraging that the business community is beginning to respond—and generously. If all other interested individuals and groups will increase their giving, we need have no fears as to the future of our institutions of higher learning.

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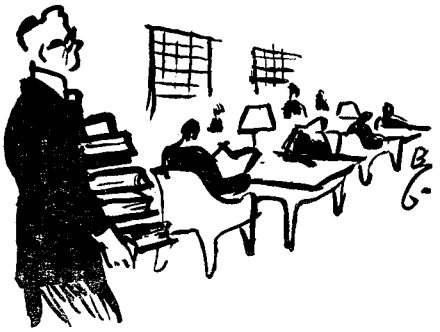
BUSINESS IN CAP AND GOWN

The New Higher Education of Executives



By COURTNEY C. BROWN, *dean of the graduate school of business, Columbia University.*

THE professional study of business has made a dramatic entry into the programs of formal education during the last fifty years. Starting with the commercial or secretarial school, discernible successive phases of the development include the business major in the liberal-arts program, the separately identified business school with the so-called professional option, the wholly graduate school, and now the advanced program for business executives.

Major emphasis in the commercial school was, and is, simply vocational. It is wholly designed to make the student more useful to the business firm and, therefore, more capable of earning a satisfactory livelihood. Vocational emphasis was not wholly discarded when business education became associated with the liberal arts, including economics. There ensued a long and somewhat threadbare campus debate of the relative merits of theoretical economics versus descriptive business materials as effective and useful studies for students of business. Needless to say, the debate had no ultimate resolution except in the application of the analytical disciplines of economics to actual business characteristics and situations. On the other hand, to abandon a close and continuing interest in the facts of changing business life would have denied business education its full development.

Many students were willing to embrace economics but tended to reject the business specialties. The liberal arts subjects were supposed to produce "the whole man"; economics in conjunction with the business specialties was to produce "the businessman." Time assigned to business subjects was reluctantly appropriated from the liberal arts subjects; thus, by implication, it seems the development of the businessman was presumed to be at the expense of the whole man.

When the separately identified business school appeared, many feared the risk of a return to an excessive devotion to "vocationalism." The professional option, which permits the student to elect business subjects in his later years, appears to have been, in part at least, a device developed to avoid this hazard. It recognizes the dual tasks of education for business; (a) of equipping the business graduate with a minimum requirement of professional knowledge, and (b) of providing him with the personal equipment to be a better, wiser, and more cultivated man.

Preparation for life, it was agreed, requires knowledge of one's self and of others as well as of the physical world, the development of ability to think clearly and vigorously with a disciplined mind; it requires acquisition of attitudes that include both intellectual curiosity and a disposition to weigh evidence dispassionately, free from fears and prejudices. How could a catalogue of qualifications for a successful career in the business world be more succinctly stated? These are precious qualities that are urgently needed in every phase of contemporary life, particularly by all of those in the so-called professions. They are part of the essential equipment that must be possessed by lawyers, doctors, engineers, ministers, yes, and by businessmen, if they are to fulfil and give meaning to their personal lives and to the activities to which they are committed during their productive years.

A liberal education cannot complete the preparation of the student for life but can simply initiate the process of personal growth that will ultimately result in his full intellectual and personal maturity. So it is with education for business. The business school, along with other professional schools, can at best initiate the process of preparation for the life of a successful professional citizen.

It is interesting to recall the subject matter of the typical liberal arts curriculum—languages, history, literature, philosophy, the creative arts join with studies in the social sciences, the natural sciences, and mathematics. This subject matter, it is maintained, is more useful than other subject matters for the pursuit of a liberal education. This is probably true when this subject matter is treated in a generalized fashion, as it must of necessity be in the undergraduate liberal arts program. But is there reason why more advanced work in the disciplines of the major professions should necessarily result in a different impact on the student? The issue is not so much one of the liberal arts versus professional education as it is an issue of the breadth and generality of any education versus the degree of specialization and of limited focus of interest. After all, the great liberal traditions in education came out of the universities of western Europe and England and these universities were in almost all instances initially established as institutions serving one or more of the professional disciplines. A professional education, particularly at the master's-degree level, can be made especially broadening and meaningful if its materials are presented and taught in the great liberal tradition. Education for business has found the subject matter of its interest increasingly interrelated to the whole of society. There is no reason whatsoever to assume that an advanced program of study in business need be narrowly conceived or limited.

THE Wharton School of Finance and Commerce at the University of Pennsylvania probably deserves more credit than any other for the initial organization of subject matter relating to business. Many segments of business activity were identified as fields of study, such as advertising, accounting, marketing, finance, industrial relations, banking, insurance, etc. Each of these fields in due course tended to become a self-contained academic discipline. This pattern has had a profound influence on the teaching of business for half a century, and it is still the dominant basis on which business teaching is organized. It has been constructive in that it has provided a framework within which intensive investigation has contributed to greater knowledge of the characteristics, circumstances, and problems

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of different fields of business activity.

The business community in retrospect owes Wharton and others who participated in this organization of the business curricula a debt of gratitude. Their influence has been multiplied many times through the almost universal adoption of the pattern or its modifications. At the same time, this organization of business teaching materials has had shortcomings. There has been a disposition toward segmentation and excessive specialization within business faculties, and there has been a greater propensity for using descriptive materials than for examining the fundamental principles and policies underlying business experience as a whole. Yet this organization of the business curriculum has been considered effective, although with less complacency in recent years.

A MAJOR departure from this pattern was made by the Harvard School of Business Administration in the years immediately following World War II. Sensing that business had come to require a greater awareness of and participation in many things beyond an understanding of the operation of markets, and the skills contributing to success in the marketplace, Harvard used the war interruption to reorganize its postwar curriculum. The old categories of finance, marketing, accounting, etc., were not completely abandoned, but the new program adapted the results of much prewar teaching experience to focus on the processes of management decision-making in the business world, using discussions of real or hypothetical business situations now well known as the case method of instruction. The subject matter as well as the method of instruction compelled a consideration of many business problems not directly related to or even proximate to the processes of buying and selling.

This program, boldly initiated and developed by Harvard, has in turn been widely emulated throughout the business schools of the nation. The obligation of the business community is no less great than that to Wharton, for the effect of the admixture of the new and the old in curricula organization has been to strengthen teaching materials by making them more vital and less specialized. Even more significantly, it has helped to give recognition to the growing complexity of business life and the broadening significance of business to the social structure of which it is a part. Finally, the Harvard program prepared the way to the development of the present-day programs for business executives on leave from their business assignments. In this development the Harvard School likewise took leadership.

Ideas and attitudes within business and about business change rapidly. New questions are being asked and old questions that have yet to be answered are becoming more insistent:

(a) What is the real meaning of the corporation that has separated beneficial ownership from control and created a new group of stewards called professional managers who have had power thrust upon them, but no very clear-cut criteria or legal dicta to guide them in its use?

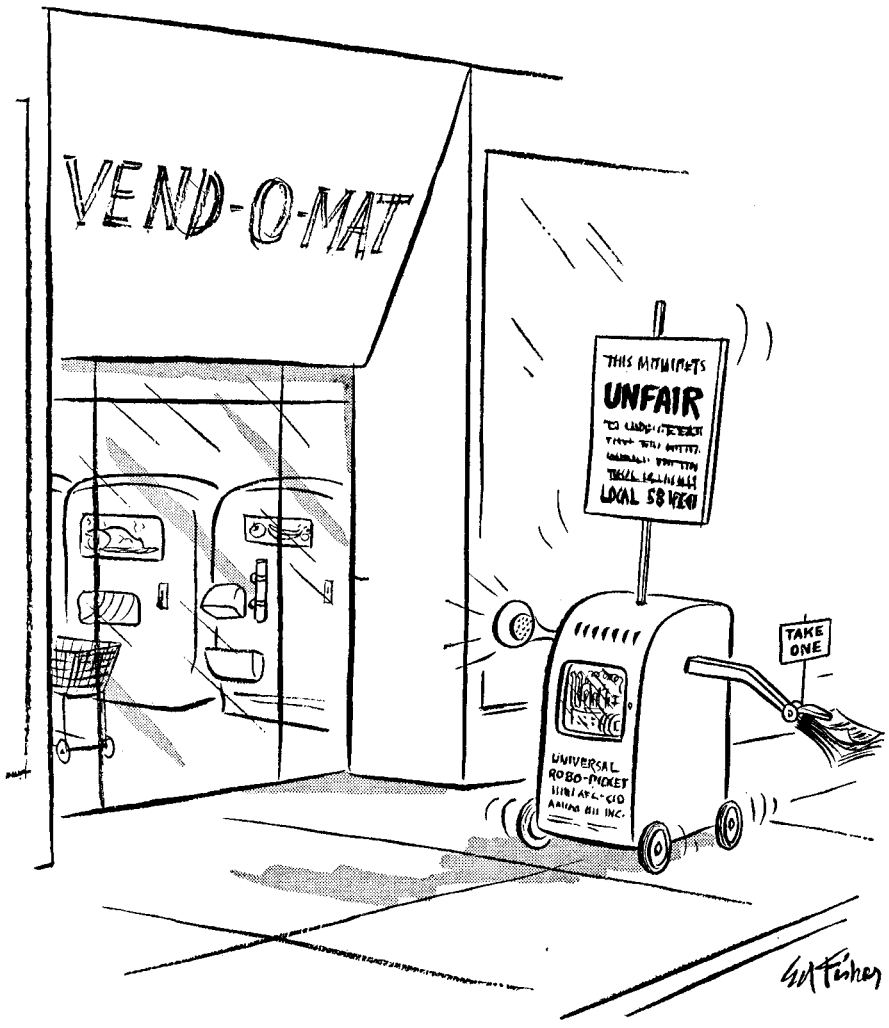
(b) To what extent must the legal concept of the stockholder's interest be modified by a balance of interests including those of suppliers, customers, employes, and the public at large? Who is to do the balancing? If the business manager, can he longer afford the posture of a partisan?

(c) Are our laws relating to business realistic in that they start from the premise the rigorous competition is the only policeman of business power apart from the Government? Or is the maintenance of a system of workable competition, still ill-defined, what we have in fact and what the public wants in the present political and social setting?

(d) Is the premise of the maximization of immediate profits as the prime motivation of business decision-making altogether realistic in the present business world, or is it being supplanted by a newer concept of stability and growth in earning power based on continuity in the flow of supply, production, and sales? Does this elongated time dimension in business decision-making change the whole complex of our thinking about business?

(e) Is the thought that the business organization must be a good community citizen just another nostalgic yearning for a return to feudalistic paternalism, or do we have a new force in society that, given adequate criteria, can perform in a voluntary setting social functions that might otherwise require the compulsion of Government action?

(f) Is it true that the business organization, particularly the large business organization, is becoming more and more subject to the enervating in-



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fluences of bureaucracy, and that the penalties for business and for society of excessive conformity and loyalty in the business organization have yet to be appraised?

(g) How big is big? Are the absolute limits of size fixed by social and political policy or by administrative inefficiencies? Can mathematics and electronic data processing extend administrative capacities to still larger dimensions than now exist? Is absolute size or relative size the important matter?

(h) Can ways be found to preserve and increase the voluntary and democratic nature of the business organization without losing some of its present effectiveness and efficiency?

The insistence of these and similar questions suggests that education for business is now ready for its next major steps forward. Future modifications in teaching programs, when they have been developed, as before, will in all probability not displace what is now being done, but will simply add a new overlay on the many activities that have been initiated and have grown in the past all of which continue to be identified as business education.

FORTUNATELY, many of the nation's business schools are now equipped with faculties and administrators who are sensitive to the rich intellectual opportunities that lie ahead. New thinking, particularly among the graduate schools, seems to be moving in four broad directions:

(1) Some business schools are devoting their major, but by no means exclusive energies and attention, to the greater use of mathematics and mathematical methodology as a tool of business problem-solving. Electronic data processing has been developed to a point where management now finds a convenient instrument to facilitate production planning and scheduling, inventory control, transportation arrangements, and many other similar operating problems of business.

(2) Some of the same business schools are exploring the so-called behavioral sciences such as sociology, cultural anthropology, social psychology, and others to reach a better understanding of the motivations of people in all types of business situations. These efforts typically apply the analytical methods of the natural sciences to social phenomena.

(3) Still another area in which business schools are currently probing involves an effort to reorganize the classification of business subject materials with the purpose of providing greater breadth and generalization, yet retaining many of the values of specialized study. The essential purpose is to teach business subjects within the framework and purposes of the liberal tradition so that the student will be equipped with the professional knowledge required for jobseeking and usefulness together with a maximum depth of understanding.

One method is to conceive of the totality of business life, regardless of the field of activity, as being covered by five basic functions each of which would be made the basis of a study program: (a) production and management, (b) distribution in all of its aspects, (c) the financial services to business, (d) the informational services, used for analysis and control, and (e) the human situations and opportunities that arise out of voluntary association in business life.

(4) Finally, there has been a rebirth of interest in the humanities in educational program for business, initiated not so much by the business schools as by businessmen themselves. This interest has first appeared in the executive programs, the participants in which have expressed increasingly a desire to spend some time with politics, ethics, history and literature as these subjects have been developed by the great minds of the past. This may be the most exciting challenge of all in the years ahead, for it seems to imply a greater awareness of the quasi-political status in which the business manager now finds himself. It suggests that the great minds of yesterday, working with the problems of politics and ethics in a different setting, have much to offer for an understanding of the contemporary position of business and its opportunities in society.

Each of these four areas of developing interest among the business schools of the nation will no doubt make its contribution to the next steps forward. The more earlier contributions may come from the more generalized examination of some of the special areas of business interest, perhaps integrated with an examination of the contributions that may be obtained from a study of humanities. This is not to say that the emerging interest in mathematics, in data processing, and in an exploration of the behavioral sciences based largely on the methodology of the natural sciences, will not ultimately bear rich fruit.

The most important thing to observe, however, is that the business schools of the nation are stirring with intellectual ferment. They are becoming increasingly aware of the new opportunities that are emerging for greater usefulness in the years ahead. Education for business has come of age. It is now securely lodged in the educational programs of the nation along with the other great professional studies of law, medicine, theology, and engineering. The impact is beginning to be felt abroad as well, for a number of our business schools have helped develop their counterparts in foreign countries.

The contributions of our business schools will be helpful to a still more fruitful development and understanding of business and of attitudes toward business in our own nation. They will likewise help to clarify some of the fundamental social and political problems that are now plaguing the world, disturbing its tranquility and even its opportunities for survival.

1957 Awards

Advertising in the Public Interest

Saturday Review announces that entries may now be submitted for SR's annual awards for distinguished advertising in the public interest.

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SR's BUSINESSMAN OF THE YEAR

NEIL H. McELROY

From Soaps to Scholarships

—Julianne Baker

THE CONTEMPORARY position of business in American society imposes innumerable new responsibilities as well as opportunities upon the modern business executive. In the emerging ethos of our culture more is demanded of the successful business leader than immediate profits, basic as they are to the stability of a private enterprise.

Because business is the mainspring of our economy, it is also one of the balance wheels of our society, locked in creative interplay with other cultural forces such as education, religion, government, labor, politics, and communications. This interplay, whose influence spreads throughout the national community, has stimulated not only a vital new partnership between business and education, but has etched a new public image of the businessman as a businessman-citizen.

To fulfil the obligations of this image as well as to discharge the increasingly complex quasi-political role of modern large-scale business, forward-looking executives have developed a growing recognition of their responsibility to serve the public interest as an inseparable part of their private corporate interest. To dramatize the dual role of business leadership now evolving in this country, *The Saturday Review* has established its annual citation of "Businessman of the Year" to seek out that executive who has measured up best to the new image of the businessman-citizen.

SR's 1957 citation goes to Neil H. McElroy, president of The Procter and Gamble Company and chairman of The White House Conference on Education, probably the most massive and searching consultation on U.S. education in our history. *SR*'s editors were impressed by Mr. McElroy's stewardship as chief executive of Procter and Gamble and by the substantial amount of time and energy he has devoted to a broad range of public service projects, principally in the field of education.

In their choice for this year's citation the editors also were guided by a representative panel of educators, editors, business executives, and other barometers of informed opinion. The panel members named Mr. McElroy from among fourteen prominent nominees for the 1957 citation.

In an issue of *The Saturday Review* largely concerned with the new partnership between U.S. business and education it is a felicitous circumstance that Mr. McElroy should be cited: and in considerable measure because of his varied and significant service to many levels of U.S. education. He has had direct and fruitful contact with the problems of the American school system through his long association with the National Citizens Commission for the Public Schools. He continues to serve as a trustee of the Commission. In the field of higher education, his activities have included work as a director of the Council for Financial Aid to Education and as a trustee of the National Fund for Medical Education. He has been a sponsor of the Negro Colleges Capital Fund campaign.

An alumnus of Harvard University, he serves on its Board of Overseers and is currently chairman of the fund-raising drive for Harvard's Graduate School [illegible]cation.

[illegible]efforts at the national level of education, has Mr. McElroy neglected the University of Cincinnati in his own home city, being chairman of the advisory committee of the university's College of Medicine.

These public interests have also been mirrored in his work as the head of Procter and Gamble since 1948.

Science and research as essential elements in the continuous process of developing new products and methods have enjoyed his strong support. At the same time a steady program of diversification into related industrial fields has gone forward hand in hand with the introduction of a variety of new products by Procter and Gamble.

Both in the United States and abroad, new plants and installations have been constructed as part of the company's planned growth.

THIS physical and financial growth of the company during Mr. McElroy's presidency has also been integrated with the conviction shared by himself, his associates, and other U.S. business leaders that private higher education must be helped financially in order to provide the necessary intellectual soil for a dynamic democracy. As a result, Procter and Gamble has one of the largest scholarship and aid programs for colleges of any corporation in the country, in a year when industry contributed some $100 million to our private colleges and universities. The P&G program is completely unrestricted and gives important attention to the needs of women's as well as men's institutions.

Thus Mr. McElroy, as *SR*'s "Businessman of the Year," has conducted his business and social interests in a way to make outstandingly effective the modern philosophy of business that private enterprise should be and can be wisely combined with public service. —W. D. P.

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1957: DAZZLE AND DANGER

By Henry Bund, vice president of the Research Institute of America, and a team of specialists.

THERE are both dazzle and danger for the U.S. economy in the year that looms ahead. We could be deceived by the real meaning of all the good signs: a new record outpouring of goods and services, high employment, larger pay checks. While the horn of plenty will again be spilling its contents into the lap of a grateful America, cautious economists will be watching the quantities, yes, but also the quality and soundness of the economy as a whole.

As we barrel ahead to what are likely to be called the fabulous 1960s, we must remember the road we have just traveled. Behind us are ten years of postwar rebuilding and fabulous growth. But the speed with which we've moved now makes it necessary to check and double-check the safety of the economic vehicle.

Whether we can meet the challenge of the 1960s depends on what we do in the transitional years to secure the economy. Thus, in 1957, it may be less important how much mileage we ring up in terms of annual gain than how we as a nation, and how American management in particular, go about preparing for the challenge of the decade ahead.

The safety and soundness of our advance, according to the Institute's staff of specialists, rests on the ability of the U.S. economy to meet the five key tests presented below.

THE DYNAMICS OF OUR NEW GIANT ECONOMY

One of the most astounding facts in history is the fourfold increase in the size of the United States economy in the handful of years since 1940. It seemed a staggering achievement to have built a wartime arsenal on top of a peacetime economy between 1940 and 1945, but an even more impressive record is the peacetime growth from the $209 billion gross national product of 1946 to the $420-plus billion with which 1956 ended.

A key question now is whether the new giant economy lives by the same rules as the old. If business strength is enlarged on the one hand, may not the vulnerabilities be magnified on the other? The new year will supply at least partial answers to these vital questions.

One thorny challenge is whether the huge business expansion of the past few years will run into the problem of overcapacity. Although long-term demand is virtually assured by population growth, rising pay levels, and a modern consumer psychology which increasingly includes luxuries in its concept of a decent standard of living, overcapacity may temporarily cause trouble along the line.

But this very situation will demonstrate one of the fresh strengths in the dynamics now at work: the economy as a whole seems less sensitive than in the past to difficulties in any one major industry like autos, steel, or textiles. The odds are that 1957 will continue to see rolling adjustments, with some industries firming up as others contend with a weak period; the net result, over-all economic stability—indeed, a slight rise through the year.

Two other vulnerabilities will confront the business community in magnified degree. One is the extent to which consumers have borrowed from tomorrow. At present, the credit statistics do not indicate a debt load out of proportion to income; but if there should be unexpected setbacks in 1957, this burden could *very quickly* turn out to be crippling.

Or, consider inventories which are currently in line with sales in most fields. Precisely because the giant economy requires tremendous stocks, a receding sales level could rapidly leave mountains of goods dangerously high and dry.

The Research Institute does not believe these new hazards are as serious a flaw in the economy as speculation was in 1929; only minor interruptions of economic growth are ahead at the worst—but the bright long-run prospect should not be allowed to obscure potential trouble spots which can hurt individual companies in 1957 even as the year as a whole goes on to set new records. —ELI CANTOR.

—*Justus, in* Minneapolis Star.

"There's a New Spring in His Walk."

FINANCING AMERICA'S EXPANSION

"Tight money" will again be the key word in the financial picture for 1957

American business is planning to spend $40 billion for new plant and equipment alone, against the record $35 billion of 1956. It will take a correspondingly larger supply of working capital to support the expected high level of business activity. Both demands will compete with Government's own needs, such as those created by the new program of highway expansion and the projected high rate of building badly needed schools.

Against this background, it is inevitable that the high cost of capital will continue unabated in 1957. Some business borrowers, in the face of an increasingly selective attitude on the part of lenders, will find it difficult to obtain funds at any price. Only if there is a serious weakening in the business outlook is there any likelihood that the Government will take positive steps to ease this situation.

But, as in the past, management will find ways of reducing and meeting its need for new capital. For one thing, a large proportion of capital requirements will be met by companies from their own internal sources—from retained profits and depreciation reserves—which will play an even more important part in company financial planning. Also, with institutional investors, such as the fast-growing pension funds, showing an increased interest in equity investments, more companies will be using stock issues, rather than bonds or bank loans, for longer-term funds.

In the municipal field, one possibility may be the use of the Federal Government's borrowing powers to

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set up a fund for the purchase of low-interest bonds of cities, school districts, and other units caught in the squeeze.

Helpful as all of these measures will be in the short run, they will fail to solve the long-term dilemma of inadequate formation of new capital to finance projected growth. A full-fledged reexamination of our national policies on investment and taxation cannot be postponed indefinitely.

—BERT GOTTFRIED.

TAXES AND GOVERNMENT SPENDING

It may seem paradoxical, and yet this year of high business activity will see neither a general tax cut *nor* a significant reduction of our national debt. The Administration is committed to seek a tax reduction only if there is either a substantial budget surplus to offset the reduction or a marked business decline. Neither alternative is likely to occur in 1957.

Soaring Federal tax collections have reached record heights, without any rate increases, but due entirely to the rising national income which accompanies our business resurgence. Yet there will be no substantial budget surplus created because Federal Government expenditures are climbing at a pace sufficient to offset all or most of the revenue gain.

In the current fiscal year, which ends on June 30, 1957, the Government surplus will come to $1.5 billion. This is far from enough to pay for general individual, corporate and excise tax relief in view of the fact that the revenue loss from just a moderate individual income tax cut of only 10 per cent is about $3 billions and advance projections for the next fiscal year, July 1, 1957 through June 30, 1958, see an even smaller surplus and thus hold out no better hopes for general tax reductions.

Is there any possibility of a silver lining in the dark clouds of Government finance? For example, can non-defense expenditures be shaved by a determined effort to the point where general tax relief becomes possible?

Unhappily, all present indications are to the contrary. Despite the efforts of an Administration pledged to cutting Federal spending, non-defense costs have risen steadily since the fiscal year 1955, and there is no reason to believe that the upswing will stop. As to military and related spending, the trend is also clearly upward. Today's world political situation plainly shows no view that it will stop or reverse itself.

But, though the chances of *general* tax reduction are presently remote, there are scores of specific changes in the tax law under consideration by Congress. Some would close existing tax "loopholes," others would remove inequities which Congress never intended to create. The odds are that most of these changes will be enacted in 1957, some with possible retroactive effect to 1956. Thousands of taxpayers may find that such changes have a far greater effect on their tax costs than any change in general rates would normally produce.

—LEON GOLD.

COMPETITION AND THE SELLING PROFESSION IN 1957

The man with the brief case will be a different salesman in 1957—at least the successful one will. For one thing, he will be in constant danger of becoming the skeleton at the feast. The year will be good—more people working, more money around, a tremendous profusion of goods and services—and, paradoxically, all this will make his job tougher.

The man who sells goes into the coming year as into the jaws of a gigantic press. The lower jaw, squeezing upward, is the rising price level necessary to maintain production in a time of high costs and tight labor. The upper jaw is the intensified, and *different,* competition for sales he will be facing. To be successful, the man who sells—call him salesman, merchandiser, marketer—must emerge from this press in a new shape, built for today's economic world.

In most cases he will have to justify higher prices. That in itself is not unique to 1957. Nor is it new that competition will be more intense. What is new is the startingly different nature of the competition he will be meeting. This new kind of competition results from the culmination of forces at work since the end of World War II.

Sweeping mergers, expanding research and development programs, widespread opening of new markets, discoveries of new materials and new applications for old materials, new departures in packaging, deeper insight into motivation—these exemplify the trends that add up to a year of high opportunity—but high penalty for mistakes—in selling.

The economic sun is setting on the day of the individualistic, colorful sales hero who cut a swath through his territory by force of personality, vigor, and ambition. The new salesman, the man who will best meet the pressures of the coming year, must possess many of the attributes heretofore traditionally reserved for top executives. He must, as never before, be a decision-maker. He will need the resourcefulness and judgment to make moves on the spot which would have been discussed at length in the boardroom in a leisurely, bygone day.

—JOHN J. TARRANT.

PERSONNEL AND EXECUTIVE DEVELOPMENT

Among the crucial factors in reaching our national objectives is the quality of our leadership, especially business management. Here at home, the quality of our executives will determine how well we meet the challenges ahead. And yet, for some time now, we have been experiencing a critical shortage of managerial skills which has brought a frenzy of activity in the past few years, all of it aimed at retraining and upgrading of future managers. In 1957, we can expect that many of the premises of current management development programs will be challenged. For one thing, business will have had enough time to look back on the results actually achieved. Already, a number of companies are beginning to wonder about two aspects of management development.

1. Toward what end are the executives being trained? In practice, there are two schools of unarticulated thought. One holds it is preparing men to replace present executives—in short, the program is training for promotion. Another believes it is preparing men to do a better job in their current positions. In both cases, there is now some fear that the trainees are merely being prepared for frustration: they acquire more skill, but for the present or for years to come, they really have no place to go. So instead of sitting around and waiting, they look elsewhere. As one executive put it, "Our management development program is making us a farm club for our rival ball-team."

2. Is the curriculum sound? This question goes to both content and method of instruction. A growing body of opinion fears that management programs are dressing all executives in the same gray flannel suit. Because the stress is on building a "team operation," group agreement is encouraged and individualism is suppressed. Originality, offspring of heretical opinions, suffers, and innovation is blocked.

What we are about to experience, then, is a more critical examination of the whole approach to personnel and executive development programs. The result is likely to be a clearer definition of training goals, an improvement in methods, and consequently a strengthening of this new tool which potentially is as vital to our national survival as it is to our economic future.

—AARON LEVENSTEIN.

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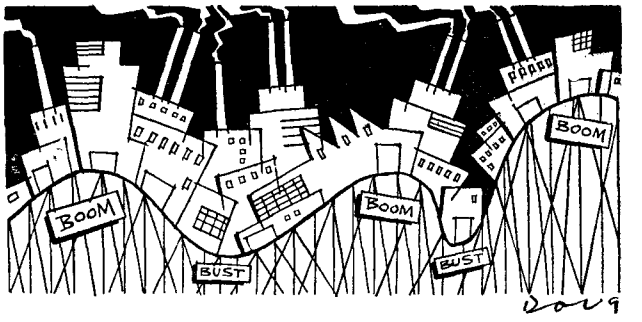
DO WE HAVE TO BUST WHEN WE BOOM?



By DEXTER MERRIAM KEEZER,
vice president and director, department of economics, McGraw-Hill Publishing Company.

BOOM and bust—coming in different sizes and shapes, but coming with same rhythmic and cyclic inevitability as the tides and sunrises.

This is the standard pattern of thinking about the movement of American business along the path of time. It is a pattern that has been pounded into us, at least the older among us, by the course of events—first the great boom of the Twenties, and then the great bust of the Thirties. It has been pounded in so hard that many of us find it impossible to escape the unhappy conviction that we are living on borrowed and badly overmortgaged time because we have had twelve years of post-World-War-II prosperity with only minor and transitory sinking spells.

It is a pattern of thought—boom and bust—which is embedded in virtually all of the textbooks used for teaching economics to Americans.

And yet it is a good sporting proposition that this pattern of thought is as obsolete as the surrey with the fringe on top. It is at least a 50-50 proposition (and I would place the odds higher) that, with only minor lapses now and then, general prosperity will be the rule during the coming decades—always assuming, of course, we prove bright enough not to blow up the world with hydrogen bombs. At any rate, the continuation of a high level of prosperity during this coming year of 1957 is so assured that we can discuss the possibility that quite steadily sustained prosperity, rather than boom and bust, will be the prevailing pattern of economic life for the coming generation, without having an eye nervously cocked on the economic cyclone cellars.

If general prosperity rather than boom and bust does prove the general rule, as I believe it will, many innovations and improvements in our economic structure and organization since the Twenties will have played important parts, and be so recognized. As a result of what has rightly been called a revolution in income distribution, we have a pattern for spending money distribution which is far more conducive to sustained prosperity than it was then. Thanks to prodigious enterprise in reproducing our kind, we have what promises to be a stimulating growth of both the income receivers and producers—so long as the basic resources hold out. And most of them clearly will hold out during the next generation. For better or for worse—probably some of each—we have government in all of its branches collecting and dispensing no less than one-fourth of our national income, and, in the nature of its being, pretty well assuring relative stability in its large zone of operations.

However, when a generation hence we look back to explain how it was that we escaped the classic boom and bust pattern and moved into a period of steadily sustained prosperity, one element will surely stand out as a peculiarly powerful force in securing this result, and perhaps as the most powerful of all. This is the element of research and development in American industry, with which this discussion will be primarily concerned. Roughly defined, research and development includes examination of how the world is put together physically and why, and the application of the knowledge obtained to the development of new products.

The ninth annual McGraw-Hill Survey of Business Plans discovered that American industry planned to spend about $5.5 billion for research and development last year (1956) and already had plans to increase the expenditure for these activities to $6.3 billion in 1959. The expenditure of $5.5 billion planned, and probably exceeded, in 1956 represented an increase of 48 per cent in such expenditure above that in 1953. And, as measured in dollars of constant purchasing power, it was an expenditure about twenty times as great as that made for the same purposes in the early Thirties. Of the total of $5.5 billion, it was estimated that two-thirds would be generated by industry itself, with the balance being provided by government.

WELL, what can this tremendously stepped up outlay for research and development by American industry do to iron out the classic boom-and-bust sequence of American business? It has not only potentialities, but some considerable record of accomplishment in reducing, if not eliminating, what some of the most eminent students of the roller-coaster passage of American business through time have found its sovereign causes.

In the view of one of these authorities, Professor Alvin H. Hansen of Harvard University, the secret of the boom-and-bust sequence is to be found in the uneven rate of investment. "Investment is the key to both short-run stability and long-term growth," he recently told a Congressional committee, but he added that, unfortunately, "the rate to maintain full employment is not maintainable. This is the dilemma. A boom level of investment, maintained for several years, causes the stock of capital to increase so rapidly that further investment eventually becomes unprofitable. It is this that sounds the death knell of every boom."

In the view of the late Joseph A. Schumpeter, whose treatise on "Business Cycles," published in 1939, is one of the monumental works on major business ups and downs, the most basic explanation of them is somewhat different from that assigned by Professor Hansen. As he saw it, and as many of his disciples still see it, the sovereign cause is the uneven bunching of industrial innovations and hence uneven distribution of the disturbing impulses in markets for capital, commodities and labor flowing from these innovations. "Progress—in the industrial as well as any other sector of social cultural life—," he wrote, "not only proceeds by jerks and rushes but also one-sided rushes productive of consequences other than

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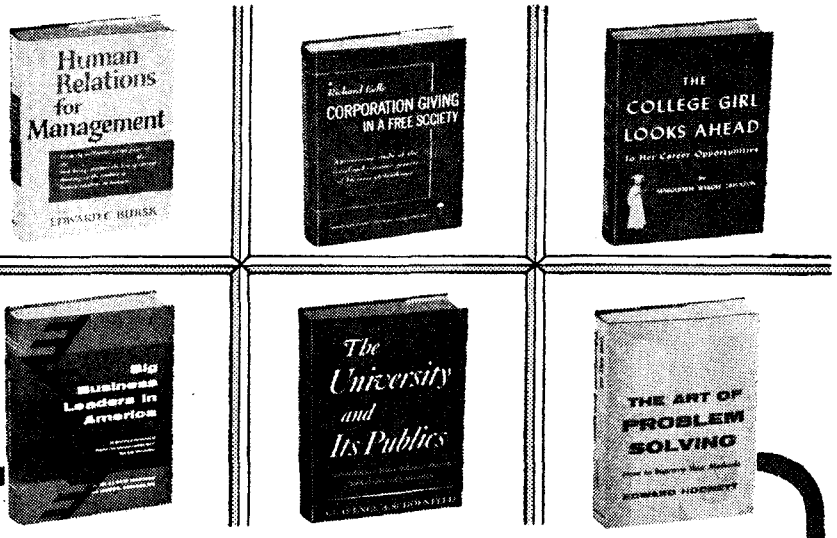
those which would ensue in the case of coordinated rushes." Hence cycles of boom and bust in business.

For both of the sovereign causes of up and down swings in business, assigned by Professors Hansen and Schumpeter, industrial research and development, in the magnitude now being carried on and projected, have what may well be sovereign remedies. For the build-up of too much producing capacity, which Professor Hansen finds we cannot escape and still maintain a boom level of business investment, the remedy comes in the form of the discovery and development of new products and new equipment rather than more and more of the same old things.

The potentialities involved here are suggested by these recent records of successful new product development. Nearly one-third of the employes of the General Electric Company are working on products not manufactured by the company in 1939. The Corning Glass Company received three-fourths of its income in 1955 from products it had developed since 1940. The DuPont Company estimates that half of its current sales are in products developed during the past twenty years; and the General Foods Corporation has reported that 16 per cent of its sales in 1953 were of products developed since World War II. For business as a whole perhaps as much as a fifth of current sales are being made in products which are essentially postwar creations. When investment is made to produce successful new products, it does not back up in excess capacity; it serves to raise the standard of life.

For the uneven bunching of industrial innovations and the attending economic disturbances, which Professor Schumpeter found the key cause of major ups and downs of business, research and development, also have the potentiality of providing a cure. It lies in the very magnitude of current and prospective research and development operations. To be sure, industrial innovation and new product and process introduction is a disturbing process. Markets are changed, jobs are changed, manufacturing plants may be made obsolete. But when the process of innovation is as sweeping in scope and continuous as that provided by an expenditure of $5.5 billion in 1956, the disturbances lose their isolated character and become merged in a steady surge of economic growth. Instead of a series of shocks, there is a steady shove.

ALSO, as research and development spawn not merely new products and processes but whole new industries—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such as that of air conditioning, which is surely going to remake the economic map of the USA—it not only multiplies what frequently tend to be counterbalancing trends in different industries but it reduces the importance of individual industries and hence the contagious effect of such reverses as they may suffer. As Professor Sumner Slichter of Harvard University has put it, "The greater the number of industries, the greater is the likelihood that effects of influences which are particularly favorable or unfavorable to certain industries will cancel out."

Still another way in which research and development help to iron out the ups and downs of business springs from their essential detachment from the day-to-day business scene with its recurring waves of enthusiasm and doubt about what lies ahead. Once undertaken, research and development are governed primarily in the timing of their successful accomplishments by scientific and engineering considerations rather than what is going on the market. And with success attained, it is the observation of Professor Melvin de Chazeau of Cornell University that "it is not easy for a firm to withhold from the market a product or process which it has perfected. The firm's leadership position, its good will with customers, its profit margins, and the morale of its own organization, all tend to require immediate exploitation of a perfected device even if markets are weak. The risk that rivals may approximate or better a company's own achievement can outweigh the risk of unsatisfactory current market returns. To the extent that this is true, the new competition in research and development will broaden the scope of non-cyclical programming and will contribute to economic stability."

I HAVE gone into some detail about the intellectual and factual furnishing of the general idea that research and development may well be in the process of giving the *coup de main* to the classic boom-and-bust conception of the course of American business because this boom-and-bust conception is so rugged, withers so slowly. When, for example, one of our McGraw-Hill surveys of investment plans discovered and reported that American industry planned to spend about 30 per cent more for new producing facilities in 1956 than had been spent in the previous all-time record-breaking year of 1955, our telephones were kept jangling with incredulous inquiries, "Isn't this a misprint?"

Now it develops that the year 1956, when industry actually did its best to spend 30 per cent more for new plant and equipment, wasn't the frenzied peak of an investment boom but that a further increase is planned for this year (1957). The expressions of misgiving and bewilderment, some of them highly professional, are multiplied. For that is not the way the books are written. After almost perpetual boom in business investment in new plant and equipment since the end of World War II, there is supposed to be a bust. What's the matter? Much of what's the matter, of course, is that investment in new plant and equipment is in large measure simply the inevitable next step along the road after successful research and development; and we have a tremendous powerhouse at work in the research and development line.

Here are a few of myriads of examples of how this research and development powerhouse works to stimulate business investment in new facilities. Processes to separate usable iron from low-grade ores, such as taconite and jasper, are perfected. This touches off what, over a ten-year period, promises to be a billion-dollar investment in treatment plants. The product resulting from the treatment is an iron of such purity that it opens the way to new advances in steelmaking technology and equipment. Those working on these advances won't be too surprised to see them end up by having steel made by entirely new processes including powder metallurgy involving fine particles of iron, coke, and special chemicals.

Scientists in the Bell Laboratories invent the transistor, a small and relatively unbreakable device that will do almost everything that the relatively large, awkward, and fragile electronic tube will do, and some things that it won't do. Vastly more than having football helmets equipped with radio receiving sets eventuates. It becomes possible to replace electro-mechanical relays in central telephone exchanges with electronic devices, and in the process get much faster and more versatile communication equipment. This change also will save over two-thirds of the space, some of it extremely expensive space in metropolitan areas, now occupied by the old-fashioned mechanical relay systems. An experimental set-up to carry out this great transformation will be ready for use in an Illinois town by 1959, and the general changeover will involve heavy but highly productive investment for many years beyond that.

The high-compression automobile engine imposes new precision requirements on its producers which have been met over the past few years by investment of hundreds of millions of dollars in automatic machining, conveying, and testing equipment. At the same time it puts the oil refining industry to work per-

---

The Death of Vitellozzo Vitelli*

By Irving Feldman

VITELLI rides west toward Fano, the morning sun
Has spread his shadow before him, his head is cast
Upon the road beyond the horse, and now in vain

He works his spurs and whip. For all his speed, his past
Like a heavy wind has thrown his death far before
Him, and not till midday shall he fill the waste

Of light he has made with the goldness of his spur
And the greenness of his cape. Then shall he stand
At last by the bridge at Fano and know no more

His way than the farmer at noon who looks from his land
To his heart and knows not where next to turn his plow;
Or lovers who have stayed abed and reach a hand

And yet have turned away, even as they do so,
To move their legs and sigh, wearied of their embrace
—Yet nothing else seems worth their while. His road shall go

Before him, having broken itself in two ways:
One goes to Borgia in Fano, and one toward Rome.
But his shadow hurries from his feet to his face.

**An Italian nobleman who was murdered at Fano in 1502 by Cesare Borgia.*

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fecting new and very complex and expensive processes of making high-octane gasoline for use in the high-compression motors—processes which if developed not only produce better gasoline but facilitate the production of some important chemicals as by-products. More than incidentally, the oil refining industry reports that in 1957 it plans a 50 per cent increase (above 1956) in spending for new refining facilities.

THE development of frozen meat products is changing the whole technology of the meat packing business, making the freezing plant the key element. And there are intimations that at about the time all gets well and expensively shaken down meat preservation by atomic radiation will be ready to touch off another revolutionary cycle of change, improvement and investment.

In emphasizing my conviction that industrial research and development is in the process of destroying the validity of the boom-and-bust conception of the course of business in the USA, I hope that I am not seeming to imply that it assures a completely smooth and unruffled voyage to economic paradise. Among others, there is the problem precipitated by the fact that industrial research and development tend to be concentrated in large business firms. In 1953, for example, the National Science Foundation found that 73 per cent of the total expenditure for research and development in manufacturing was done by 2 per cent of the manufacturing companies, all of them with 5,000 employes or more. How to cut the smaller companies in on the benefits of well-organized and financed research and development work, and thus check what otherwise could be a growing stimulus to greater business concentration, is a problem still remaining to be solved.

Even more basic to the continued success of industrial research and development as a reformer of the boom-and-bust course of American business is success in meeting its ravenous demands for competent scientists and engineers. Insofar as these demands have been met in recent years, and they haven't been fully met, it has been done in substantial measure by inducing college and university faculty members to leave their campuses for greener pastures, currency-wise, in industry. This, of course, is like getting nourishment by eating one's tail, or, better, his head, particularly in the light of the oncoming deluge of college and university students. To eliminate what could be a crippling limitation on research development, a steady supply of well-qualified scientists and engineers must be assured, and it is not assured today.

We have gone far enough, however, not merely to glimpse the great potentialities of research and development to smooth out the course of business, but we have had imposing accomplishment. Since the end of World War II the expansion of business investment in new plant and equipment has confounded those who expected business investment to play its historic role of swinging violently up and down and dragging business generally along with it. And none have been more confounded than the devout students of the powerfully influential teachings of the late John Maynard Keynes, one of whose most basic conclusions was that the chronic tendency of private investment to sag disastrously must be overcome by compensating public investment to keep business and employment on a relatively even keel. On the contrary, there has been an almost continuous boom in private investment in the United States for twelve years, and its exuberance is nowhere near expended.

The point is, of course, that Keynes made his observations about the anemic character of private investment in England during years of depression. He also made them before business investment, and through it the whole business structure, had experienced the tremendously exhilarating effects of massive and rapidly expanding expenditure for industrial research and development.

In an economy with as many moving and imperfectly synchronized elements as ours, it is too much to expect that we won't have some jiggles on the rising business curve. But, thanks in large measure to industrial research and development, it is not too much to hope that they will be jiggles, and not those paralyzing plunges we have known in the past. In fact, in my opinion any other view of our economic prospects over the decades ahead is distorted by excessive conviction that history always repeats itself. In this case it is a good bet that it won't.

The Saturday Review said of Dr. Bross' book

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Business: Our Newest Profession

THE classical disciplines of law, medicine, and theology have had to move over since the turn of the century to make room for the newer professions of teaching, engineering, and journalism. A modern complex society demands not only men of talent, but men of talent with a sound education.

In the United States today a college degree is increasingly essential to a successful career. This is true not only of the established professions but more and more in business itself, where top leaders are recruited for their positions of power, prestige, and preference from the highly educated executives to be found throughout the ranks of present-day industry.

The fact is that business is rapidly becoming, if indeed it has not already become, our newest profession, with all the accoutrements of learning, curricula, standards, and degrees that a graduate school can bestow. Columbia University's Graduate School of Business, Harvard's School of Business Administration, and the University of Pennsylvania's Wharton School of Finance and Commerce are outstanding examples of an accelerating development, paced by the social and technological complexities of twentieth-century industry.

This issue of *The Saturday Review* takes note of this welcome change in the general relationship between business and education, referring to them as "new partners." They have been old antagonists, and a skeptical caution still remains in certain quarters where old-time executives scoff at "eggheads" and campus intellectuals breathe scorn upon the tycoons. But this heckling is disappearing, and fortunately so for American society as well as education and industry.

In a democracy the two great foci of power are politics and government on one hand, and economics and business on the other. Not only must they be in able hands, but they should be wielded by separate groups within the society. The totalitarian state tyrannically fuses political and economic power entirely into the monolithic state. To safeguard democracy these functions must be kept quite separate, but they must also be administered with a sense of social responsibility. In a modern democracy of advanced industrial techniques and intricate economic relationships this is more critical than ever.

The ramifications of modern business at all levels of U.S. society demand that the contemporary executive be concerned not entirely with profits and the marketplace, but also the larger social structure of which business is a part.

The great common ingredient in this new pattern is education. That is why college-trained men are more important than ever in government. That is why more and more universities are giving graduate and professional training in business. The central and significant centers of power in our society must be administered by highly educated men.

What is transpiring is that the old vocational training for business in many colleges, useful as it was at the time, is being succeeded by professional training in which the subject is related in meaningful terms to the basic liberal tradition of learning.

Business has found that the executive with a broad, general grounding in the humanities and liberal arts, reinforced by professional training in the special problems of management, holds greatest promise for becoming the creative, sensitively oriented man required to conduct affairs today at the top level of U.S. industry.

ON THE technical side of industry the vast strides in science and research have also served to bring the educated man to the fore. One in every sixty employes today is a scientist, engineer, or technician, compared to one in 1,100 before the turn of the century. The result is today's intensive recruiting drive by industry for science graduates of our colleges and universities to carry on the nation's mammoth $5 billion a year research program.

This is not a temporary, boom-born phenomenon. Our society, our democracy, our economy all demand educated talent, and will continue to as the complexity of our industrial, economic, and political units increases.

Business has recognized this by rallying with steadily expanding financial aid to our hard-pressed institutions of higher learning. Our colleges and universities, after all, are the only sources of educated material for business and for the dynamic democratic society business needs in order to function. As a result, major corporations last year contributed approximately $100 million to the operating funds of U.S. colleges and universities, to enable them to better meet the tasks our modern society is imposing upon them in the swelling need for educated men and women.

Thus, the new partnership between U.S. business and education takes shape and grows stronger in a time of unparalleled challenge to the American way of doing things. Undoubtedly, both Karl Marx and our own early buccaneers of business, and the social critics they spawned, would be astonished at this evidence of the creative adaptability of U.S. society.

SR believes the new professionalizing of business leadership and the new partnership of Campus and Executive Suite are to be welcomed and encouraged. We and the world are troubled by many fundamental social and political problems. We can finally apply our leadership effectively only if our society and its leaders are united around standards of excellence and are prepared to give power, prestige, and preference to men and women of learning.

And learned not only in the science of survival, but in the art of living. There lies the great hope for the future. —W. D. P.

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LETTERS TO THE EDITOR

DR. WERTHAM OBJECTS

IN THE REVIEW of my book "The Circle Of Guilt" (*SR* Oct. 20) the one passage singled out for comment is taken out of context, which distorts its meaning. The full paragraph reads like this:

> In recent writings, speeches, and reports there is endless repetition of the cliche that "delinquency has multiple causes." Over and over the facile statement is made that "no single factor" should be accused. What that really means is that these writers are afraid to attribute delinquency to *any* factor—and to anything at all; the children are just delinquent. You can always say that there are so many factors that you omit positive and persistent action on any of them. To emphasize above everything else that there are "multiple causes" is just as dogmatic as to single out one factor alone. It is not feasible to determine once and for all "what value to attach to each factor." What may be a powerful and even decisive factor in one case may be relatively insignificant in another. Clinical judgment has to decide in the individual case which of the various factors working upon one another is more significant. From intensive study of significant cases we do know the potential dangers and can guard against them. "The chain of psychopathology," as Dr. Francis Braceland (president of the American Psychiatric Association) expresses it, "is sometimes no stronger than its weakest link."

That is not "arrant nonsense"; it is elementary scientific medicine.

FREDRIC WERTHAM, M.D.

New York, N.Y.

MR. DEUTSCH REPLIES

THE FULL PARAGRAPH quoted by Dr. Wertham merely reinforces my original point. I quoted the first three sentences in my review; the rest of the paragraph consists mainly in further distortions of the "multiple cause" viewpoint and in nonsequitors. I said it was "arrant nonsense" to imply that writers who hold there are multiple causes in delinquency "are afraid to attribute delinquency to *any* factor—and to anything at all; the children are just delinquent." Adherence to the multiple cause principle, of course, does not preclude discrimination between significant and insignificant factors—nor does it inactivate the will to work toward their elimination or reduction. It is astonishing that a man who presumes to speak in the name of "elementary medical science" should permit himself such a statement as: "To 'emphasize causes' is just as dogmatic as to single out one factor alone." This is saying that to support with certainty an established scientific truth is just as dogmatic as to support a demonstrated error. This is not "elementary scientific medicine"; it is more arrant nonsense.

ALBERT DEUTSCH.

Washington, D.C.

"I'd ask you in but my wife isn't here and she's the one who does the talking."

LONG LIVE LONGJUJU!

IN THIS BRIGHT, BRIGHT world it seems that only those brave enough to wear dark glasses are still able to see spots on the sun's face. May I shake the hand (all four fingers and a thumb) of Longjuju's decapitator (*SR* Dec. 22). If I could draw, *his* portrait would be dominated by an equally immense star in the middle of the breast area. Let us have more from this glow.

B. J. MCLAUGHLIN.

Trenton, N.J.

A DUNSANY ADMIRER?

FOR A NUMBER OF seasons now I have admired the courage and tenacity (though not the understanding or sensitivity) of Lord Dunsany in the field of literary and poetic criticism. But little did I realize that His Lordship would turn artist (and art critic). However, why not?

Anyone who knows nothing about art can become an artist. All one needs is a good prejudice and a little ability to fan an old controversy. All that's needed to get your work into print is to make it thoroughly reactionary. With this in mind I look forward to Lord Dunsany's early appearance in the Metropolitan.

WILLIAM STIPE.

Evanston, Ill.

DOWN WITH LONGJUJU

HURRAH FOR LORD DUNSANY! Down with Longjuju! This is unquestionably the most accurate and the most devastating commentary on contemporary art criticism to be published in many a year. I hope it may be read by some literary critics, too, among whom John Ciardi can be mentioned.

ROSS STAGNER.

Champaign, Ill.

WHERE'S ALEXANDER?

I'D LIKE TO put Horace Sutton straight on some local landmarks (BOOKED FOR TRAVEL, *SR* Nov. 3). If he goes back downtown he'll find that the churchyard across from the New York County Lawyer's Association on Vesey Street is St. Paul's, not Trinity's.

ERWIN W. SMITH.

New York, N.Y.

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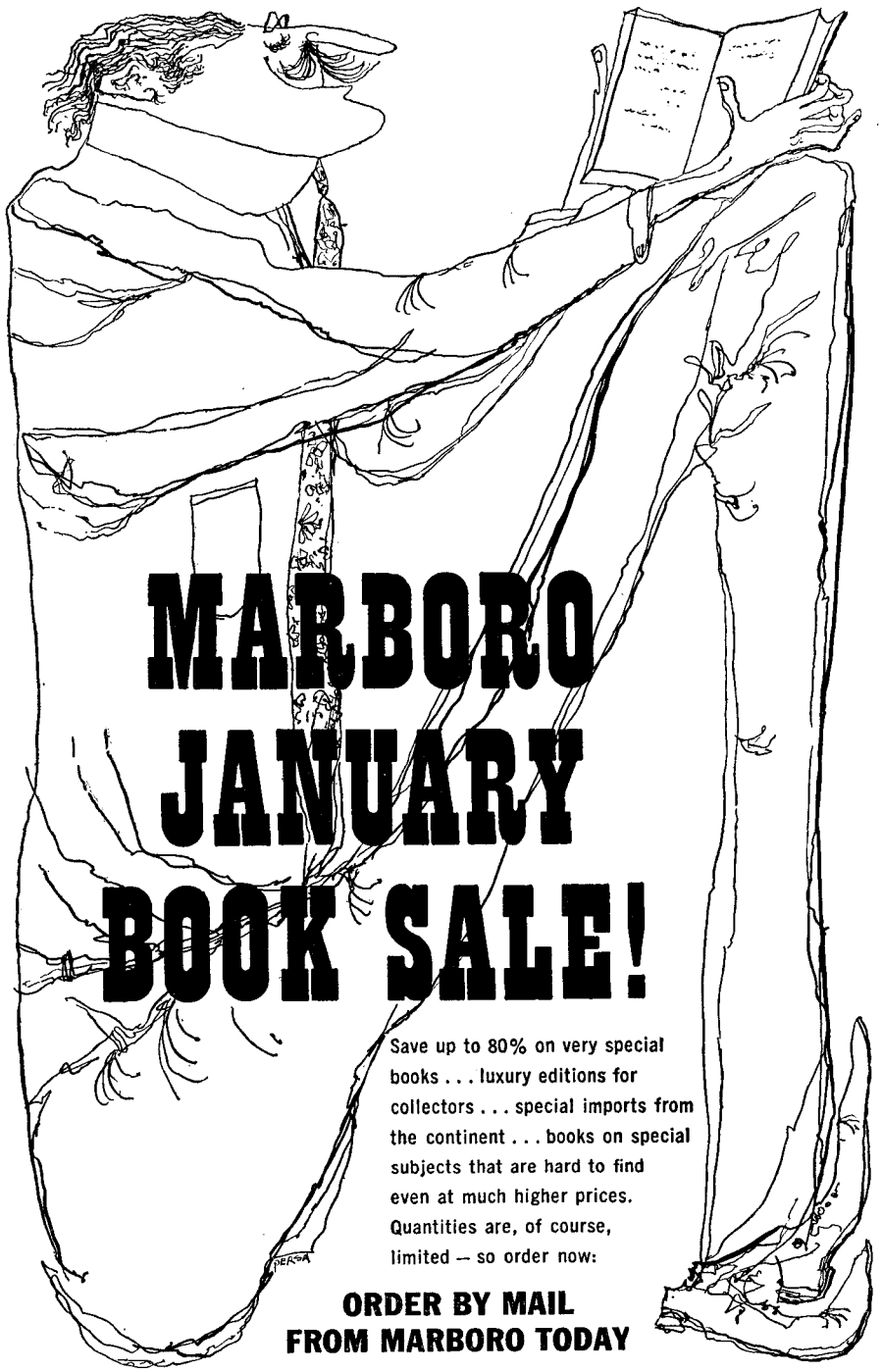

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EDITOR'S NOTE: Mr. Bursk himself edited two volumes that deserve mention in any list of businessman's reading. One, based on the Twenty-fifth Annual National Business Conference at the Harvard Business School, is entitled "Planning the Future Strategy of Your Business" (McGraw-Hill. 302 pp. $4.25). The other is a compilation of over twenty articles by businessmen and teachers in the field of Human Relations. Originally published in the *Harvard Business Review*, these discussions have been issued under the title "Human Relations for Management, The Newer Perspective" (Harper. 372 pp. $5).

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Business as Philanthropist

***"Corporation Giving in a Free Society," by Richard Eells** (Harper, 210 pp. $3.50), discusses current philanthropic practices of American business and offers suggestions for their extension in the future. Our reviewer, A. J. Zurcher, is professor of political science at New York University and the executive director of the Alfred P. Sloan Foundation.*

By A. J. Zurcher

EXCEPT for some of the more recent works of F. Emerson Andrews of the Russell Sage Foundation and certain bulletins of the Council for Financial Aid to Education, Richard Eells's "Corporation Giving in Free Society" is almost alone in its field. Mr. Eells's volume goes beyond the treadmill of current administrative routine and examines the very foundations of business giving. To an extent almost unique among thinkers on this subject he seems to be aware of the inadequacy of existing criteria to direct and appraise the remarkable expansion in recent years of the volume of corporate grants. Virtually overnight corporate business has become a major source of philanthropic funds; and Mr. Eells suggests that this position has been achieved with no real understanding of the philanthropic role which the corporation should assume in our society. His prime purpose, therefore, has been to bridge this intellectual gap which presently exists between the apparent intention of corporations to extend philanthropic enterprise and their need for a framework of ideas which will provide satisfactory objectives for such augmented enterprise and offer logical and moral justification for the new dimension which corporate giving has attained. In this aim Mr. Eells appears to have succeeded. At any rate, he has developed a conception of business philanthropy which, in this reviewer's opinion, is relevant to the needs of our kind of society. In so doing he has offered business a statesmanlike substitute for the parochial and usually unsystematic giving which in the past has been dictated largely by public-relations men, market analysts, and legal advisers.

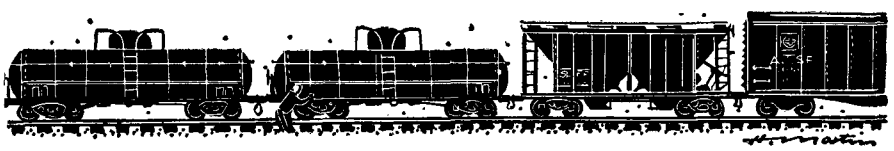
In identifying the broad spectrum of areas that may properly become the beneficiaries of corporations' enlarged philanthropic role, Mr. Eells anchors his recommendations to an exceedingly persuasive theory of the place of the giant corporation in our society. He does this in two brilliant chapters—five and six—each of which is decidedly worth the price of his book. His discussion is developed against the background of some of the more seminal recent thinking about the structure and purpose of the corporation in America, especially against such conceptions as those advanced by A. A. Berle, A. D. Kaplan, Peter Drucker, and others. For such conceptions Mr. Eells has supplied an excellent specialized supplement and has contributed significantly to the neo-pluralistic ideas about social structure and government which are currently enjoying so significant a revival.

DRAWING upon the sources of our constitutional theory and our tradition of individualism Mr. Eells suggests that the preservation of freedom requires us to maintain the vitality and functional significance of all worthy sectors of organized power in our society. Indeed, maintenance of a dynamic equilibrium among the foci of power, private and public, is our best assurance that society will continue both progressive and free. To maintain such an equilibrium corporations, he thinks, will be well advised to be generous in their support of virtually every organized sector of private welfare activity including education, health, social welfare, religion, and the arts. He would not even exclude private recreational activities and the activities of fraternal associations. He would also have corporations finance projects which would peer into some of the major issues relating to the preservation of a pluralistic social structure. For example, Mr. Eells would have corporations support projects which would study the competitive position of big business; the conditions that encourage totalitarian thinking; and the problem of securing access to governmental authority on the part of the less privileged and of minority groups, thus assisting in equating them with the more powerful in our social structure.

Subject to the limitations inherent in a corporation's size and scope of operations, its basic policy for a philanthropic program should, in the author's words, "always be grounded on a philosophy of enlightened self-interest which depends upon a theory of free enterprise in a free society. The boundaries of this larger corporate environment extend beyond the locale of plant communities; they are national and international." Such a conception of giving, though seemingly far removed from the mundane concerns of business, is, in the last analysis, consonant with even the narrowest definition of the purpose of corporate existence, namely, that of engaging in a productive function and making a profit: for to do these things well business must be free and freedom of enterprise can exist only in a society which is itself free and which corporate enterprise consciously assists in keeping free.

The pattern of contributions, above and beyond the demands of the tax collector, which Mr. Eells recommends for corporations is the logical extrapolation of a good mind, steeped in the statistical and other subject matter of his field of inquiry and wise in the lore of the social theorist. Basically it is a conservative pattern, logically identified with the best traditions of private industry and geared to the needs and disciplines of our free society.

But however advanced some managerial thinking may be in the business world, and however receptive some businessmen may be to Mr. Eells's ideas about corporate philanthropy, it is doubtless unrealistic to expect that corporations will quickly forego their traditional limited notions about corporate giving. It is perhaps even more unrealistic to expect them to heed the injunction to engage in philanthropy in order to provide a social structure and climate that is conducive to freedom and free enterprise. Nevertheless, Mr. Eells has provided a conceptual framework for constructive and imaginative corporate giving; and, as history shows, in many instances where a concept has been announced, the practitioner is not too far behind.



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New Books for the Executive

By WILLIAM M. FREEMAN

THE BUSINESS FOOT FORWARD: What business management says in public, and how it says it, along with a good deal of why, is carefully detailed in a most impressive and scholarly work entitled **"The American Business Creed"** (Harvard University Press, $6.75). Its authors, Francis X. Sutton, Seymour E. Harris, Carl Kaysen, and James Tobin, with assistance from others, studied news articles and advertisements in many newspapers and magazines and the business press to ascertain exactly what business was saying in testimony before Governmental inquirers and on the platform as well as in paid space.

As a reporting job the volume seems most conclusive, although one could wish for a view longer than that of so relatively recent a period as 1948-1949—which may or may not be a representative sample.

How did business view the '29 cataclysm, the National Recovery Administration, the attempt to pack the Supreme Court, the gradual transfer of authority to Washington at World War II's outset?

A similar volume on a broader scale, taking in the rise of the present-day economy, say, from 1865 to the present, is indicated. Add to it the interpretive skill of a Veblen or a Reisman instead of the present authors, who find, on their limited study, only that "the business ideology is basically a stable doctrine . . . not undergoing any fundamental revolutions," and there would be a sensational volume with a profound influence on business. Surely business is anything but stable in its thinking. It has come to recognize that worker welfare is linked to management welfare, and this is plainly not apparent from an examination only of what business said in 1948 and 1949.

Even so, with the present volume's limited scope, the study is an accomplishment well worth the doing. Let us hope it leads to a more thorough examination of the subject.

THE FELLOW THAT GAVE HARRY HELL: Clarence B. Randall has a great deal to look back on in a crowded career, but over and over he still hears the question, "Aren't you the fellow that gave Harry hell?" In **"Over My Shoulder"** (Little, Brown, $3.50), which he calls "a reminiscence," Mr. Randall, the steel executive who spoke for the industry against President Truman's seizure of the big steel plants in 1952, tells only a little of the "torment" he went through at that time on radio and television and in the aftermath of reaction. Mr. Randall recounts anecdote-embellished incidents. As a soldier in France and as a businessman here and abroad he carried with him his own ideals, and he never wavered. Now "retired," he is still looking ahead with anticipation and, as he puts it, he does not "propose to cease activity but merely to change its form." Mr. Randall writes smoothly and he has an interesting subject in himself. It is unfortunate that he is so modest.

BUSINESS AND MORALS: Sylvia and Benjamin Selekman attempt in **"Power and Morality in a Business Society"** (McGraw-Hill, $4) to point a way to proper use of the great power we have achieved. Free-enterprise power, physical-atomic energy power, and political-military-economic power add up to little more than excessive aggression or aimless generosity, they find, and they suggest that the dilemma is a privilege rather than a burden. Professor Selekman, who is Kirstein professor of labor relations at the Harvard Graduate School of Business Administration, and his late wife have contributed a good deal to progress in the proper use of the powers that have been achieved and they add some clear thinking by pointing out that what detractors call "the welfare state" is part and parcel of vigorous science and aggressive business.

—*Jean Raeburn.*

C. B. Randall—". . . he never wavered."

TOMORROW'S ENERGY: A closely-packed volume called **"Atomic Energy for Your Business"** (David McKay, $3.95) is a storehouse of answers to the tough questions businessmen have been asking about what atomic energy means to a workaday world of profit and loss, inventories and stockrooms and sales forces and bookkeeping. The authors, Arnold Kramish and Eugene M. Zuckert, explain just enough about what atomic energy is and how it works to make the rest of the book understandable. They go into detail on applications to all types of industry, explaining what can and what can't be done, so far as is now known. They tell of specific experimentation at various companies and how resources are pooled. On such a subject as food preservation they report progress in developing new methods that could open up great areas of the world. There is even a section on organizing a plan for a business to make use of the great new force. All in all, this is a very useful book.

MAN, WITH EXTRAS: A. M. Sullivan is himself a good example of what he has in mind in his more-belles-lettres-than-business volume, **"The Three-Dimensional Man"** (P. J. Kenedy, $4), which addresses itself to the unrewarding task of chiding businessmen for limiting themselves to their work. Mr. Sullivan, by nature a poet with a hard-won reputation based on delicate verse, occupies his days as a Dun & Bradstreet executive and as a top editor of *Dun's Review* and *Modern Industry*. It is no accident that some of his poetry deals with American business, nor is it by chance that he has

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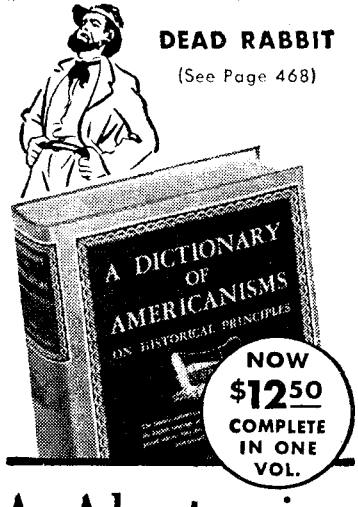

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taken up the theme of how the businessman can enlarge his scope in the worlds of culture and the spirit. The volume offers a good many suggestions on the road to a larger life—"There is need for a closer relation of the civil and criminal codes to the fundamental moral codes, and to the spiritual codes which make them operative" is an observation worth the pondering. It is recommended to the businessman who wonders vaguely at times why he is not complete, even though the accountant and the office manager assure him he is exactly that.

Success Stories

MEN WHO MADE GOOD: Once again the editors of *Fortune* have gathered together into one book a series of articles that first appeared in the deluxe, king-size pages of their redoubtable magazine. This time the unifying thread is contemporary biography and the title is **"The Art of Success"** (Lippincott, $5). In seventeen chapters we are offered the profiles of twenty-one men active in American business today. A few major names appear (the Rockefellers and Sidney Weinberg) and several lesser names (such as John Elsbach and Andrew Soriano). The amount of information assembled about these men is impressive, so that the book will be interesting to many general readers and should be particularly useful to junior executives, economists, journalists, and others who need to know about the activities of representative American businessmen. Nevertheless, the book has faults which should be pointed out. Many stars of the first magnitude are left out: the Wilsons, both electrical and automotive; the heads of the great commercial banks and insurance companies; and Robert Young and Louis Wolfson. The basis of choice, if any, appears to be geographical. Then, too, the title of the book is misleading and irritating. It is irritating because its sweep intimates that, in the eyes of the authors, the only possible theatre of success is the world of business and that making a few millions is indeed success; it is misleading because the book makes no attempt—save in a few evangelical introductory sentences that may safely be disregarded—to disengage from the twenty-one case histories any theory of what makes success. At least one reader is left with the confused feeling that there is no pattern at all, that many kinds of people have done well in the business world: both esthetes and Philistines, both Ph.D.'s and loyal alumni of Public School No. 13, both Democrats and Republicans, jolly good fellows as well as curmudgeons, sharp dressers and

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sloppy dressers, men who drink too much and men who are teetotalers, men who buy and sell pieces of paper and men who build great works in the desert and through mountains, and men who are great-souled and men who are petty enough to cut peep-holes in their doors and to look through them. —JOHN S. GAMBS.

DULY NOTED: "The Push-Button World," edited by E. M. Hugh-Jones (University of Oklahoma Press, $3.75), is a not-too-stodgy discussion of the role and meaning of automation in today's industry by a panel of British experts. They see it as a boon to management, labor, and consumer, as a means to new and prosperous markets, and as the eventual savior of the enslaved housewife; but they point out that there are limits to its usefulness to mass production and to the ability of management to cope with it.

"The Dynamics of Capitalism," by Julius T. Wendzel (Harper, $3.50), is a thoughtful discussion of such problems as the stabilized expansion in the volume of money, the danger that ever-increasing governmental responsibility may encroach on individual and industrial freedoms, and the avoidance of cyclical breakdowns in our economy.

"What the Tariff Means to American Industries," by Percy W. Bidwell (Harper, $5), takes up the pros and cons of tariff protection for a variety of small- and large-scale industries: hand-fashioned glassware, household chinaware, bicycles, watches, woolens and worsteds, iron and steel, synthetic organic chemicals, electrical manufacturing. The well-balanced discussions are supported by field research and interviews.

"The Industrial Structure of American Cities," by Gunnar Alexandersson (University of Nebraska Press, $6.50), is a textbookish survey of the economic characteristics of our urban centers, with statistical analyses on the location and relation to population of manufacturing and service industries. The emphasis on geography and the prolific maps and diagrams give special value to the survey.

"Measurement of Responsibility," by Elliot Jaques (Harvard University Press, $3), is the report of a British psychology consultant on his search for objective guides to work performance. Personnel supervisors, executives, and labor experts should review Dr. Jaques's concept of "discretionary content and time-span," essentially a method of judging work from the time of assignment to the time of supervisory analysis, as a basis for wage and salary structure and status within a company.

—RAY BRIGGS.

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WHY DO SOME "foolhardy" people make money in the stock market, while some of the most cautious people "lose their shirts"? What is the *basic secret* of preserving and multiplying your family nest egg?

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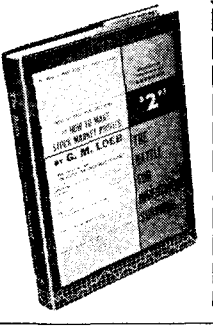

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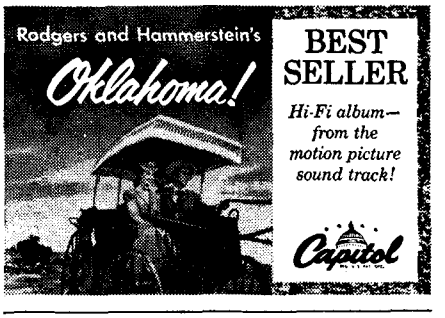

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SR's *Books of the Week:*

Two New Studies of Alexander Hamilton

Authors: Louis M. Hacker and Richard B. Morris

By J. H. POWELL, *author of several studies of the age of Alexander Hamilton.*

THIS year of Our Lord 1957 has been chosen for the celebration of the 200th anniversary of Alexander Hamilton's birth. We are to have big doings; a Bicentennial Commission with a distinguished historian (Dr. Frank Monaghan) is already at work, a multi-volume edition of Hamilton's Papers is in progress which will take its place alongside Jefferson's, Adams's, and Franklin's; books and articles will appear, and probably we shall not be spared TV dramas which will somehow contrive to make a heroine out of Mrs. Reynolds and a villain out of Aaron Burr.

We are, curiously, two years off. Hamilton seems actually to have been born on January 11, 1755. Our error is just another of those oddities that have plagued General Hamilton's reputation throughout American history.

He himself made a bit of a mystery about his age. Probably he didn't know the exact year: his birth was illegitimate, good records were not kept in the West Indies, when he was seven he was taken by his irregular family—man, woman, two "obscene" sons as the probate court called them—from one island to another, he began working at a counting house when he was eleven, before he was twelve his father had decamped, his unhappy mother died when he was thirteen, at sixteen he left the West Indies never to return.

In this pitiful, muddled origin much was lost. Louis M. Hacker observes in his new book, **"Alexander Hamilton in the American Tradition"** (McGraw-Hill, $4.75) that it required "a powerful character to emerge from such a background"; but this of course was something Hamilton did not have. A powerful character would never have risked his home and career for a blackmailing mistress like Mrs. Reynolds, nor in a tantrum stormed out of Washington's favor; a powerful character would not have involved himself in financial difficulties almost insoluble, nor been defeated nearly to impotence by his son's tragic death, nor rushed to his own destruction in a foolish, fantastic duel. A powerful character is a poised, well-adjusted person. Hamilton was neither. His brilliance, his eruptive instability, his grim determination, his sudden bursts of conventionality in a life generally disordered, his deep patriotism so surprising in a rootless waif, his wit, his eternal youthfulness, his reflective powers and his restless activity, his uniquely incisive gift for policy, his skill at managing things and his inability to manage people are not to be accounted for by the ordinary ways of biography. The genius and personality of Hamilton are literary problems, ethical and moral ones. But because he bent his poetic imaginings toward statecraft and budgets he is usually written of not by literary characters, but by political scientists, economists, or statesmen. The colorful man himself is little known from such works. It would be hard to imagine any Americans less suited to write his biography than Henry Cabot Lodge or John Morse, Jr., yet those wooden biographies they committed were for many years the standard ones. What had Senator Lodge to do with the introspective, sensitive advocate who in desperate defeat and failure could pour out a plea:

> Mine is an odd destiny. Perhaps no man in the United States has sacrificed or done more for the present Constitution than myself; and contrary to all my anticipations of its fate, as you know from the very beginning, I am still laboring to prop the frail and worthless fabric. Yet I have the murmurs of its friends no less than the curses of its foes for my reward. What can I do better than withdraw from the scene? Every day proves to me more and more, that this American world was not made for me.

Of course, no world was ever made for Hamilton. He was a dreamer, not a realist; he lived in plans and hopes. A brilliant essay some years ago by Gerald Johnson put the contrast succinctly: Jefferson and Hamilton are

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WHEN WAS HAMILTON BORN?: By Congressional act and Presidential proclamation this year is being celebrated as the two-hundredth anniversary of Alexander Hamilton's birth, but Hamilton scholars believe that 1957 is actually the 202nd anniversary. During his lifetime Hamilton appears to have been puzzled and troubled by the circumstances surrounding his nativity. Henry Cabot Lodge, like most early biographers, romanticized the ancestry of the founding father and gave his birth year as 1757. Early in this century the novelist Gertrude Atherton traveled to Nevis, St. Kitts, and St. Croix, the West Indian islands where he and his mother had lived, and by research on the scene nailed down some of the facts for the first time. Then a dozen years ago Harold Larson of Washington, D. C., combed the records of the islands that had found a final resting place in the National Archives. He supplemented his findings with data supplied him by Maj. Gen. H. U. Ramsing of Copenhagen, who had gone through the islands' records now in the Danish State Archives. The result is a clearcut statement of Hamilton's birth and ancestry: born in Nevis, B. W. I. (probably Jan. 11), 1755, the illegitimate offspring of James Hamilton, a Scottish merchant, and Rachel Faucitt, a young woman of British stock who had separated from her husband, a planter of Dutch stock—but, contrary to legend, not Jewish. However, as a boy, Hamilton did attend a Jewish school and learned the Ten Commandments in Hebrew. The birth of 1757 always made Hamilton seem incredibly precocious; the date 1755 leaves him precocious but human.

ANOTHER NEW BOOK about Hamilton due soon is **"Alexander Hamilton: From Youth to Maturity, 1755-1788,"** the first instalment of a two-volume biography by Broadus Mitchell which Macmillan will issue in April. It will carry Hamilton's story from his birth through the Revolutionary War to the adoption of the Federal Constitution that he helped to write.

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the two polar opposites of our American philosophy, but which is the materialist, which the idealist? Which described America as it was, which as it might be? Mr. Johnson would have it that Jefferson was the man essentially prosaic, Hamilton the visionary. So I would too, and it is only a confusion that we today in an America principally urban and industrial prefer to prize Jefferson's philosophy, as though we were still an agrarian seaboard commonwealth of independent planters and farmers.

The landed proprietor of Jefferson is not much different, after all, as a social being, from Hamilton's artisan-proprietor of a city craft. It was an arbitrary choice. Both Hamilton's artisan and Jefferson's farmer are anachronisms in today's world; so are both their economic philosophies, based as they both are on economic realities which have ceased to exist.

Our modern Hamiltonians, who have built into the fabric of the nation Hamilton's concept of the central government—"majestic, efficient, operative of big things"—think themselves Jeffersonians. Indeed, America's prejudices seem frequently to be Jeffersonian in subtle, inexplicable ways. Russell Kirk has said that Hamilton was "eminently a city-man, and veneration withers upon the pavements." Now why should a twentieth-century American think veneration withers on a pavement? It was an American who wrote, "Oft have I seen at some cathedral door / A laborer, pausing in the dust and heat. . . ." Veneration was no more a stranger to Hamilton's urban mechanic than to Jefferson's agrarian proprietor, or indeed than to Turner's frontiersman in his dismal hut. Veneration for liberty and principle does not require the inconveniences of farm proprietorship to be genuine. "Am I, then, more of an American than those who drew their first breath on American ground?" Hamilton asked. One might as well say veneration withers on the frontier. . . .

Dean Hacker has written much on American capitalism. His approach to Hamilton is that of a learned, able defender of Hamiltonian principles, both as Hamilton first enunciated them in the conflicts of his day and as they have subsequently operated in American life. Without neglecting the controversial nature of Hamilton's policies or minimizing the conflicts that raged around him, he is still a defender, determined that we shall believe in the skill, wisdom, and greatness of the man and his contribution to "the American tradition." In this respect he has written a conventional book, a somewhat old-fashioned one, for the sources he uses lead him back to Fiske's interpretation of the Confederation period as the critical period of failure from which only the Constitution ("that frail and worthless fabric," Hamilton called it) rescued the nation. I had thought Merrill Jensen had successfully punctured this theory; Dean Hacker thinks otherwise. So, of course, did Hamilton.

I SEE no reason to object to the position that Hamilton's financial policies were responsible for the nation's prosperity and success beyond saying that it is a position which can neither be proved nor disproved. It can be attacked: Dean Hacker certainly maintains it with earnestness. He also argues that Hamilton has been rejected, or at least neglected, by conservatives and liberals both in recent writing. This is certainly true, and I think the reason for it is that people write of Hamiltonianism rather than of Hamilton. Dean Hacker's book is not a biography; it is an essay, an exhortatory analysis of the results of a public career. The private man is not present, the Secretary of the Treasury with "a very boyish, giddy manner," full of joys and darknesses, of turmoil, doubt, and passion, "very trifling in his conversation with ladies."

It will be a very rare book indeed which will have him present. Hamilton's days were full of people, but he was not good with them, or much revealed by them. His genius lay in what he wrote, for he had a wonderful gift of words. That gift is abundantly displayed in **"Alexander Hamilton and the Founding of the Nation"** (Dial, $7.50), Professor Richard B. Morris's book of selections from his writings. [Much—but not all—of the same material is available in another newly published volume edited by Professor Morris, **"The Basic Ideas of Alexander Hamilton"** (Pocket Books, paperbound, 35¢.)] In these pages, some of them filled with material never before published, Hamilton breathes freshly and vividly. The editor provides an introduction and little paragraphs of comments throughout which serve as guidepost to the reader. He arranges his selections both chronologically and topically, with the result that one sees from his nineteenth to his forty-seventh year the unfolding of a sprightly and agile mind. Dr. Morris includes as well the big public issues of finance and politics and war and peace, liberty and loyalty and freedom, as the private turmoils, even the Reynolds affair in all its sordidness, and the final, deeply moving documents of the appalling collapse and the duel on the heights in Weehawken. Unusually illuminating is the section of little sketches and reflections on public men of his day which have been extracted from Hamilton's letters; and in the section Dr. Morris calls "On Life and Death" we are closer, I think, than we have ever been before to the elusive personality of this exotic, disturbing creature whose name somehow, through the ironic twists of reputation in history, has become the symbol of all that is commercial and industrious in the material part of Americans.

PRESIDENT MADISON: To divest James Madison of the aura of vacillation and ineffectuality with which Henry Adams and other historians endowed him and to restore him to a place among the American great, Washington newspaperman Irving Brant has devoted nearly twenty years, five volumes, and more than a million words. In his first four volumes Mr. Brant easily established his case with his detailed account of Madison as Virginia revolutionist, chief architect of the Constitution and the Bill of Rights, and Jefferson's Secretary of State. In his latest volume, **"James Madison: The President"** (Bobbs-Merrill, $6.50), he is less successful. For the massive evidence he presents, drawn largely from newspapers and archival materials, makes it painfully clear that, great as Madison was as a scholar and thinker, he made a bungling Chief Executive, unable to lead his own party or the Congress or to maintain harmony in his own Cabinet at a time when the nation was teetering on the brink of war with both Great Britain and France. Mr. Brant lets the voluminous record speak for itself. A handful of specialists will relish the detail, but lay readers and even most historians would be grateful for more summaries, evaluations, and background material. The new volume covers only thirty-nine months, ending with the declaration of war against Great Britain in June 1812. Mr. Brant optimistically estimates that he can cover the remaining twenty-four years of Madison's life in one more volume. On the basis of his performance to date, the odds are against it.

—RAYMOND WALTERS, JR.

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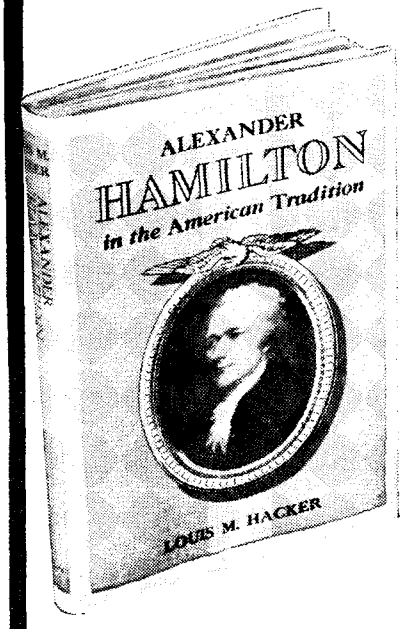
A surprising new picture of one of the strangest and most controversial figures in American history



During 1957, the year of his Bicentennial Celebration, Alexander Hamilton promises to become once more the controversial figure he was during his brief and brilliant public career. Dean Hacker's biography is a provocative new study of this founder of our country, from his birth out of wedlock to his final tragic conflict with Aaron Burr. Hamilton emerges as a complex and challenging personality, molded by the ceaseless battles that were always a part of his life.

As the fountainhead of American conservatism, Hamilton is of particular interest to our times, and this trenchant reappraisal of the man shows more clearly than ever before his far-reaching influence on the shape of our government, as well as the subtle forces which influenced his own life.

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ALEXANDER HAMILTON

IN THE AMERICAN TRADITION

By Louis Hacker

A McGRAW-HILL BOOK

A Practical Idealist

"Jefferson: Champion of the Free Mind," by Phillips Russell *(Dodd, Mead. 374 pp. $6), is an introduction to the complex and elusive third President and his role in national and international affairs. Adrienne Koch, our reviewer, now teaching at the University of California at Berkeley, is author of "Jefferson and Madison: The Great Collaboration" and other books.*

By Adrienne Koch

FRESH EVIDENCE of the inexhaustible power of Jefferson to attract the attention of those devoted to the cause of human freedom is provided by Phillips Russell's new book, "Jefferson: Champion of the Free Mind." Particular tyrants come and go, usually suffering the classic Platonic fate while they still live or shortly after they are buried, but tyranny in some form always survives, and in every form it wages ". . . open or secret warfare with the rights of man." We are right to appeal to Jefferson as the implacable foe of "every form of tyranny over the mind of man," but only when we firmly understand that he champions the free *mind* because he is the ardent champion of the free *man*. The free mind is indeed a necessary, though not a sufficient condition of the free human person. This relatively short book gives some of the essential data on Jefferson's efforts to create *all* the conditions in which the really free man can exist and faithfully shows how he combined idealism and political effectiveness in his major proposals toward this end.

In placing the somewhat baffling genre of this volume it is important to recognize that it is not a biography—neither in the developed, detailed, and professionally reliable manner of Dumas Malone's study nor in the popular and vivacious human manner of the earlier studies of Claude Bowers. It is perhaps more properly to be taken as an introduction to Jefferson for intelligent people who would value a straightforward and manageably simplified account of what his role was in American and international affairs in his time, as well as what kind of person this complex and sometimes elusive great man revealed himself to be.

It is fair to say that without the many stirrings of Jefferson scholarship within the last decade the author's task of creating this episodic-chronological portrait of Jefferson would not have been possible. Recent scholarship has helped to reveal Jefferson's relentless pursuit of all knowledge that bears upon man's behavior and his creative use of that knowledge to advance the political institutions and moral climate of a free society. Mr. Russell does not himself advance the scholarship on Jefferson. But he does contribute something useful for the general reader in selecting judiciously from Jefferson's writings expressive statements that bear upon a well-selected progression of key episodes and phases of Jefferson's life and work.

The early phases of Jefferson's career and thought are competently suggested here, but without new or distinctive emphasis. Mr. Russell does somewhat better, however, when he approaches the "vaunted scene of Europe" and Jefferson's friendships in France. Particularly interesting is his account of the Lafayette group who were known in the early years of the French Revolution as the "patriot" party, and who sought guidance from Jefferson in securing increased freedom for the French people through a moderate pattern of constitutional monarchical reform. Mr. Russell is also to be commended for using the materials that are now available on the enduringly affectionate relationship between Jefferson and the enchanting Maria Cosway. He does more than others have done with the important letter called "A Dialog Between My Head and My Heart" (really a love-letter), both by way of literary psychology and as a beginning in analyzing the moral doctrines Jefferson is moved to explore therein.

As an assessment of Jefferson's contributions as diplomat in Europe and as statesman and President at home the author gives us a highly compressed account that succeeds in putting some essential points nicely, but that sacrifices the variety and depth of Jefferson's ideas in favor of brevity. Two admirable points are made, however, that compensate for the omission of detail. One is that Jefferson was far from being a radical, leveler, or Jacobin; that he was rather a gradualist, with a strong appreciation of what he

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understood to be ancient British liberties and a realistic ideal of an experiment that would convince mankind that informed people were capable of liberty and self-government. The second is that Jefferson drafted a policy to keep the American experiment developing on its own lines, a policy that is made fully explicit in the Monroe Doctrine.

It would be hard to read any book on Jefferson so soon after a national election without reflecting on the way in which Jefferson is made the prey of those who purvey glib slogans. From one side in the recent contest we got the anti-Hamilton picture of Jefferson, full of democratic concern for the people rather than for the privileges of the rich and well-born. From the other side we got the picture of Jefferson's drive to limit the power of the Federal Government and to protect, if not strengthen, the role of local and state governments. Both of these pictures can be drawn from the facts of Jefferson's life, a situation that should indicate the difficulties involved in interpreting such a richly human person. Jefferson was complex enough to declare repeatedly that he would rather not go to heaven than to have to go under the banner of a party; yet he was a philosopher-statesman who fought, in and out of parties, innumerable battles for increased human freedom over a long life that spanned many of the critical periods of our early Republic.

But Jefferson is a contemporary touchstone, too, in affairs concerning fundamental human ends and strategic political means. Whenever there is a fresh break in the Soviet empire or resistance to any form of imperial domination the Jeffersonian ideal of an "empire for liberty" receives fresh corroboration from the restive spirit of modern man. Only the realism that is grounded upon a recognition of moral needs can direct us towards what might be Jeffersonian policy and Jeffersonian faith. This is clear in an imperishable statement of Jefferson's (which Mr. Russell has not included in his book):

> Convinced that the republican is the only form of government which is not eternally at open or secret war with the rights of mankind, my prayers and efforts shall be cordially distributed to the support of that we have so happily established. It is indeed an animating thought, that while we are securing the rights of ourselves and our posterity we are pointing the way to struggling nations who wish like us to emerge from their tyrannies also. Heaven help their struggles and lead them, as it has done us, triumphantly through them.

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FICTION

Coterie Tales

"Prize Stories 1957," edited by Paul Engle with Constance Urdang *(Doubleday. 312 pp. $3.95), is a selection of short stories published in American magazines last year.*

By Hollis Alpert

IF WE are to take as responsible evidence the choices of Paul Engle, editor of "Prize Stories 1957," the American short story is taking a pronounced direction away from the popular audience. The three prize-winners (the "O. Henry Awards") appeared in *The Kenyon Review, Midstream,* and *The Hudson Review,* magazines with a combined circulation of, at a generous guess, about 15,000. Eight of the other seventeen stories in the volume appeared in magazines of equally limited circulation, including such as *Botteghe Oscure, Epoch,* and *The Colorado Quarterly.* It has been the tradition since the time of Edward J. O'Brien to utilize the annual collections as an attention-getter for stories of quality that would otherwise remain buried in obscure periodicals. Usually, however, the bulk of the stories for the "best" or the "prize" volumes have been culled from magazines of more general circulation. Mr. Engle himself this year comments on "the sad split between large-circulation and small-circulation magazines."

However, it is to be doubted that many of the stories in Mr. Engle's current volume would make much of an appeal to the average reader. Some seem hardly more than wispy experiments, in too many the element of "story" is subordinated to the writer's preoccupation with words, muted feelings, and cumbersome detail. The short story, once a highly popular literary form, seems aimed in the majority of these instances, at a coterie audience. Partly to blame for this development is the freezing up of the market for short stories. But there has also been an unwillingness on the part of our younger writers to communicate in terms understandable to many rather than the few.

This is the fourth volume Mr. Engle has edited since the demise of Herschel Brickell. It is now to be noticed that he has his favorites. In both this year's and last year's volumes the names of Flannery O'Connor, R. V. Cassill, and Herbert Gold appear; also such writers of established reputation as John Cheever, Jean Stafford, Mary McCarthy, and William Faulkner. His first prize this year has gone to Miss O'Connor's "Greenleaf." Last year it went to John Cheever's "The Country Husband." Mr. Engle also seems partial to stories told from the child's point-of-view, a conventional means of obtaining an ironic effect by contrasting the child's innocence with the serious consequences of adult behavior. It can be an effective method, but if not well handled it can make for dull reading. G. P. Elliott's third-prize story "Miracle Play" makes for dull reading. And in some of the other stories of this type chosen for this volume the material is not fresh enough to be memorable.

MR. ENGLE has also included several stories with "racial" themes. Of this type are "Encounter in Haiti," by Herbert Gold; "Last Tag," by Willard Marshall; and "New Life," by Betty Sunwall. Of the three only Mr. Gold's story has any reality, and "Last Tag" is so ineptly written as to make one wonder why on earth Mr. Engle included it. The most striking story in the volume is John Cheever's "Journal of an Old Gent," not quite the equal of his last year's prize-winner, "The Country Husband," but an unusually successful example of a story cast in unusual form. Mr. Engle's first-prize choice for this year, "Greenleaf," by Miss O'Connor, seems pretty much of a cold fish to me. It is in the realm of Southern-type unfunny grotesque and culminates in a strained and garish climax.

Flannery O'Connor: recreated South.

—*Cecil Beaton.*

Mary McCarthy: recreated childhood.

Taking both volumes together the impression is one of intellectuality, too much formalism, and an emotional aridity, as though many of the writers had lost touch not only with their own emotions, but with emotions that touch the reader. Mary McCarthy's "Yellowstone Park," for instance, is a reminiscence written with badly concealed snobbishness. Howard Nemerov's "Tradition" is a fantasy that seems to have been conceived and written in a void. On the other hand, Jean Stafford's dry method is peculiarly effective in "The Warlock," and Nolan Miller's "A New Life" is movingly told, even though the material (an attachment between a mother and her adult son) is hardly fresh.

Perhaps it is Mr. Engle's special tastes that give the impression that some of our more sensitive younger writers lack the sense of an audience, and have taken to communicating with an esoteric fringe, meanwhile letting the rest of the world go hang—or to look at television. The range in most of these stories is surprisingly narrow. It may be that our bolder writers have turned to other forms, a shame, in view of the high point of development the short story has reached in this country.

It might be noted that before Mr. Engle's editorship of this series the practice was to call in a jury to decide the three prize-winners. Mr. Engle now awards the prizes according to his personal decision, a procedure which, off-the-record, does not seem to be rewarding.

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Calm British Voices

"Winter's Tales 2" *(St. Martin's Press. 328 pp. $3.75) is a collection of British short stories, most of which deal with the lives of second-rate intellectuals, writers or would-be writers.*

By William Peden

"WINTER'S TALES 2" is the second of a series of collections of recent British short stories which for reasons of length, technique, and subject matter are not likely to find their way into some of the better-known mass circulation magazines. The contributors include such established authors as Rumer Godden, Rosamond Lehmann, and William Plomer, as well as writers who, according to a publisher's note, are "becoming increasingly well known, and others [who] are at the beginning of their career."

Either by coincidence or by editorial design, almost all of these twelve stories are concerned with events in the lives of essentially second-rate intellectuals—writers for the most part, or would-be writers, along with an occasional artist or journalist. They are on the whole pleasant mediocrities: the amiable owner of a Mayfair bookshop who has a series of irresistible impulses toward extramarital gallantries, an art student who is attracted to a notorious Don Juan, a novelist more intent on becoming a "real aristocrat" than in writing novels. Young or old, whether they reside in England or the West Indies or the Swiss Alps or the Isle of Farniente, these characters possess in common an overwhelming preoccupation with their own purely personal affairs and a corresponding ignorance of the world in which they live. The present volume contains no information whatever about either the individual authors or their stories, and it is almost impossible for an American reader to know how accurately "Winter's Tales 2" represents contemporary English trends in the field of the short story. He cannot, however, fail to be impressed by the absence of the "problem" story so popular among today's "serious" American writers (as reflected, to give one specific example, in the just-published O. Henry Memorial Awards for 1957, in which approximately one-fourth of the stories are concerned with the problems of racial tensions and misunderstanding). In spite of the excellence of individual stories by John Bayley, William Plomer, Olivia Manning, and J. D. Scott, "Winter's Tales 2" has a rather archaically bookish flavor. With the notable exceptions of Mr. Plomer and Mr. Scott, most of these authors are virtually unconcerned with contemporary ideas or conditions; they give the impression of really having very little to say, although what they do say they say expertly. Except for occasional watered-down traces of the influence of Marx or Freud, most of these mannered and leisurely stories would seem more at home in the England of Fanny Burney and Oliver Goldsmith than that of Sir Anthony and Mr. Bevan.

"Winter's Tales 2" is a praiseworthy publishing venture, particularly at a time when it is increasingly difficult for the talented and intelligent younger author to get into print; more and more, such collections are desperately needed. The present stories, however, are characterized more by expert craftsmanship than by originality or meaningfulness. There is comparatively little here to indicate the excitement and the ferment out of which a vigorous literature can emerge. The self-conscious *literary* quality of most of these stories affords little hope that any of these younger authors is a possible inheritor of the great tradition of an A. E. Coppard or a V. S. Pritchett.

—Walter Bird.

Rosamond Lehmann—"great tradition."

—Peter Olwyler.

James Norman—"picturesque."

Saintly Skirmish

"Father Juniper and the General," by James Norman *(Morrow. 254 pp. $3.75), chronicles the struggle of church vs. state over the matter of a saint in a color-drenched Mexican town.*

By Ben Ray Redman

THE guileless, appealing little priest, usually plump and wide-eyed, who finds himself in conflict with worldly forces and emerges from the duel victorious, is a familiar figure in fiction. We have met him in many lands, under many names. In James Norman's new novel he is called Father Juniper, his worldly opponent is General Hamilcar Braga, an ex-brigand who has turned businessman, and the scene of their encounter is the picturesque Mexican town of Santiago de Gante. The supporting cast of characters in this small drama consists of natives no less picturesque than their town, and a small colony of "American" residents, known as the canapé eaters, who have settled in Santiago de Gante because of the picturesqueness of both town and inhabitants. In the background are the tourists, attracted by this same picturesqueness, the stock in trade of General Braga, who has converted an old monastery into a fashionable resort hotel and decreed that the town shall divest itself of no shred of its ancient colonial charm. As may be gathered, the word for "Father Juniper and the General" is pic-

(*Continued on page* 56)

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The Ladies: Pro and Con

"Man Against Woman," edited by Charles Neider *(Harper. 210 pp. $2.95), is an anthology of writing about "the greatest permanent difference of opinion of all time."*

By Helen Beal Woodward

READER, if you crave thoughtful writing, meaty analysis on the subject of Woman, her problems, status, and relation to Man, try—oh, Ashley Montagu or Simone de Beauvoir or possibly *Life*. But stay away from "Man Against Woman." This book is for the addict of Benchley and Thurber, Dorothy Parker and Ogden Nash and Franklin P. Adams who cares not how fragile the pretext that brings them together in an anthology.

The pretext employed by editor Charles Neider is that of assembling a handbook on "the greatest permanent difference of opinion of all time," the battle of the sexes. This subject has probably inspired literature's most poisoned prose, but Mr. Neider has kept his accent on merriment. Here and there some "cowed and eunochoid males"—in John Fischer's phrase—may find satisfactory escape reading in the views on women expressed by Schopenhauer or Semonides of Argus, or the jaundiced generalizations of Mr. Fischer himself ("The Loving Care of Determined Women"). For the most part, however, the acrimony in Mr. Neider's little argument-starter does not rise above the pitch of James Thurber's wonderfully acrimonious "The Case Against Women." Deadly but not serious.

A few sops have been tossed to the women. Phyllis McGinley sturdily defends the sex. Ogden Nash ("What Almost Every Woman Knows Sooner or Later") appears to be on their side and E. B. White's contribution comes close to being a valentine. (Unfortunately for our side, "Getting Along with Women" falls short of the best of E. B. White).

With these exceptions and one or two that straddle the issue, the selections in "Man Against Woman" are more or less flagrantly pro-Man and Mr. Neider has marshalled some formidable wits in behalf of his bias. Here are F. P. A.'s amusing transcript of a telephone conversation, as conducted by men and then by women; Dorothy Parker's classic "The Sexes"; Benchley on women and poker, a couple of Charles W. Morton's exasperated-husband pieces, a durable Stephen Leacock, a lovely bit from Jane Austen, and the inevitable but always charming "Advice to a Young Man on the Choice of a Mistress" by Benjamin Franklin.

WHAT turned the battle of the sexes from guerrilla sniping to formal hostilities? What, indeed, but the nineteenth-century woman's rights movement? Mr. Neider has dredged up an interesting and illustrative period piece by the post-Civil War humorist David Ross Locke, who wrote under the name Petroleum V. Nasby. Locke spoofs the kind of polemics that were called forth by feminism and incidentally gives a hair-raising glimpse of the economic position of women a century ago.

The good old question of genius and why women don't have it is given a going-over by Waverly Root, who puts it down tentatively (in "Women Are Intellectually Inferior") to the unpaired X-chromosome peculiar to man. The veteran British feminist I. A. R. Wylie covers the same field far more devastatingly. Writing off Woman as "the eternal amateur" and "probably nature's most outstanding failure," successful at nothing but survival ("I suspect that, were it biologically possible, men would make better mothers"), Miss Wylie spins an ingenious theory. Woman's failure began, she suggests, on the day when some prehistoric woman, who till then had been her man's equal in brain and muscle and his comrade at hunting and war "took the unprecedented notion to stay home and let George do it . . . built herself a nice fire, warmed up the equivalent of a pot of coffee, figuratively turned on the radio, and gave herself a day. This prejudiced reader found Miss Wylie's "The Little Woman" the most provocative item in the book, and brilliantly done.

"Why can't a woman be more like a man?" muses Professor Henry Higgins in that lyric from "My Fair Lady" which might have served as theme song for Mr. Neider's slightly malicious medley. Woman's critics sometimes rephrase the question, substituting the word "less" for the word "more." In either case, the question continues to entertain, and so will Mr. Neider's book.

Suwanee River

By Andrew Glaze

SOUTH in Tallahassee's bleakest reach
I coasted the degrees of swamp and mould.
The road grew up as straight as longitude
From the owl on the hood. Hard by my cheek and cold
The wind harangued; a shrew's persistent speech.

Florida perhaps, in her beggar's coat,
Whose matted skeins of pine and yucca hung
Like dirty felt down seams of circling ditch
To which crass bugs and brown skunk cabbage clung.
Winter chewed her skirts, a ribald goat.

And looming by the river's scabrous gash
Through yawing trees, rushed at me, by the brink,
A pocked Kentucky cafe, with a sign.
"Suwanee River." It marked the place like ink,
Of sentiment upon this map of trash.

The signs of cult fled by, of ice and toffee,
Dirty cups and cokes and bottled beers.
A pious appetite for history,
Had swallowed in this wilderness of years
A sacramental host of franks and coffee.

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The Writer as Mother

"Raising Demons," by Shirley Jackson *(Farrar, Straus & Cudahy. 310 pp. $3.50), continues the well-known short-story writer's account of her experiences as the mother of four.*

By Jean Campbell Jones

IN "Raising Demons," the latest report from the Peanut Butter Circuit, Shirley Jackson continues the domestic comedy which she introduced to us in "Life Among the Savages." Somehow one expects more of Miss Jackson, who has after all, in her pre-Little League days, done some memorable short stories. But she writes about herself and her brood with great affection and humor. And it makes a fresh and beguiling family chronicle—sometimes a shrewd and witty social document as well. Is this perhaps the New Momism?

Certainly the Vermont ménage has by now reached considerable proportions—four children, assorted dogs and cats, ten thousand books, and untold catcher's mitts. There is Laurie, pitching his first Little League game; Jannie, red-eyed from weeping over the death scene in "Little Women"; Sally, practising her amateur witchcraft after kindergarten; and Barry, the baby, a reckless driver at the dual controls of the family station wagon. And there is the mother who endlessly picks up wet bath towels, shoos the cat out of the oven, hunts for missing sneakers, chauffeurs various members of the group to their respective indulgences ("If you call that pleasure driving!")—and at the end of the day trudges upstairs to take two aspirin.

The wit is honed down sharp when it comes to discussing the art of being a faculty wife at an all-female college. And she loses her temper over the price of artichokes and the failure of the furniture to arrive in the new house on moving day. But on the whole Miss Jackson records the trials and tribulations of togetherness with a resigned, controlled, dead-pan humor.

IT IS the everyday averageness of all this amusing trivia that in the end makes the family emerge with warmth and charm. Miss Jackson mocks herself, but she also dramatizes with great subtlety and skill some of those illusive feelings shared by all parents. Often there is a sensitive and dreamlike interplay of fantasy and reality as she remembers herself as a little girl, and then, with some surprise, finds the roles reversed. There is also the sense that bewildered, harried, and hardworking though she is, still she wants it all to last as long as possible. Whatever will she do in

(Continued on page 54)

—From "Women Are Wonderful" (Houghton Mifflin).

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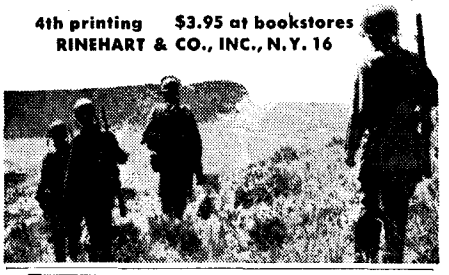

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Family Without Love

"Children of the Ladybug," by Robert Thom *(Yale University Press. 90 pp. $2), is a new verse drama produced under the Scholars of the House program at Yale. Joseph Langland, our reviewer, is the author of "The Green Town" and other verse.*

By Joseph Langland

ROBERT THOM'S verse drama "Children of the Ladybug" reads like a psychological short story: it has a loose flowing poetic line, which keeps the immediacy and directness of prose. It is also a play—though possibly of too limited an action and too extended a comment—with very real stage values.

This is the story of a family without love: the father, Adam, "dear, cold, much-older-than-he-should-be"; a "miscreant mother," Elizabeth, "sweet, God-fearing, lecherous"; a cold dispassionate girl, Abigail, who says, "My name is Inertia"; and an immature college-age son, David, who says, "I find marriage destructive. It joins love and the lack of love and produces pain."

David is at the heart of the play, the true product of its conditions. Among many memorable lines, he tells his sister that their mother was "a ghostly and hysterical ruin / Near which we played games when we were children." That "She was my mother but she cared for me / Only as a cracked bowl does for water." And to his father he says:

> I don't want you for a father . . .
> You don't love Mother and she doesn't love you—
> And I don't care. I've achieved *that* much.
> There is a place where no notion of this family exists,
> Where the vicious noise of its nerves does not penetrate.
> I am going toward that place.

That place is the resolution of this drama. It is reached by the father by a flight into anonymity, by the mother by a pursuit of lust to destruction, by Abigail by a heartless choice, and by David through a refusal to grow up and through a return to college with his father-image friend, Christopher, the catalyst of the weekend.

SINCE one of the high points of our literature, the Elizabethan, had its living and public center in verse drama, it is natural to look to this kind of drama as one of the best means for enlarging the audience for serious poetry. It now seems quite possible that T. S. Eliot did not do poetry a service by suggesting, through his controversial successes in the drama, that modern verse drama should consist of a poetry cooled down to a mere degree or two above the heat of prose. Perhaps that earlier set piece "Murder in the Cathedral" is still a better model than his later plays.

Robert Thom has learned from Eliot's examples. His verse, though less witty, sings and flows. Using a rhythmic norm of five beats to a line, with skilful variations appropriate to the falling or rising content of the speeches and action, Mr. Thom comes out with very speakable lines which are often effective poetry. Prominent among his devices are the repetition and inversion of words and phrases in such a way as to shift meaning. This gives a lively intellectual play to many of the lines, a strong rhythm, and a sense of interwoven unity.

The classical unities are here also. "Children of the Ladybug" is set in a large country house near the sea, and it covers only the time of one late evening and the next day. The central tragedy is surrounded by people more interested in their reactions to it than the actual conditions of the death.

The negative and protective answers of these people to their incapacity for action, caused by an absence of normal and even abnormal love, provide the focus for a frank and dramatic auditing and analysis, on stage. And it works. Mr. Thom drives his characters into their natural distresses in ways which make it work.

This achievement also carries its own difficulty: a tendency toward inaction, much talking-about and little doing. This is the heart of the theme, but static situations, no matter how true to life, must be turned into non-static stage conditions. As Christopher, the cynical amoral catalyst of the weekend, says, "The practical details hold steady the jewel of catastrophe."

But this is a major effort; it deserves our attention. The situation presented is excellent, the poetry supple and interesting; the characters

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are strongly drawn, the climax done with authority. In addition, it is wonderfully readable as fiction.

OUT OF CAPE COD: In **"Native Island"** (Houghton Mifflin, $3) Gerta Kennedy uses simple form and rhyme scheme with moving lyric effect. With but few rhetorical devices she achieves poignant expression.

A housewife and native of Cape Cod, Mrs. Kennedy in her first book furnishes her poems out of the materials of her life. Local atmosphere is strong in many poems, and in personal feelings of love, religion, domesticity, and oncoming age this color is given telling power in quite a few lines. Her faults are integral to her style; the large, passionate statement towards which she works fails her from time to time due to excessive reliance on sweeping rhythm and rhyme, at the expense of precision in imagery and idea. That this is not fatal can be seen in such strong, well-organized poems as "Eighth Anniversary," "Lullaby," "Song of Years," "Poetry, or Madness," and "Native Island," the last the outstanding and longest piece in the book. Illustrations are by Georgianna Nyman.

—DAVID IGNATOW.

FROM THE CHINESE: Although it, too, makes various claims to excellence, **"100 Poems From the Chinese,"** selected and translated by Kenneth Rexroth (New Directions, $3.50), falls short of his preceding volume, "100 Poems from the Japanese." Chinese requires a subtler, more oblique interpretation than Japanese; its ideograms and its pivotal words allow a prodigious number of alternate meanings, making it simpler for the translator, particularly in free verse, to interpret the concentrated image more liberally, more in accordance with his own temperament, and making it not impossible to obscure it altogether. If one is ignorant of Chinese, one's critical sense must be speculative rather than positive; yet, it seems to me—and I say this with the utmost in Chinese self-effacement—that there are poems where the full innuendo of the metaphor has not been entirely captured.

The same economy and delicacy are present here, the same marvelous pictorial sensibility and an even greater sensuality—these poems are radiant with color—than in the Japanese anthology. The tonal quality is somewhat dull, however, and the cadences suggest Mr. Rexroth's own poetry more than the Japanese did. Present in the Japanese collection, which one misses here, is that best example of Mr. Rexroth's critical acumen, an informative and entertaining introduction. However, the lively notes in back partially make up for this last.

—DACHINE RAINER.

Your Literary I.Q.

Conducted by John T. Winterich

"PERCHANCE TO DREAM"

Francis R. McGlynn of Washington, D.C., offers a group of fictional characters (novels, plays, a short story) who saw things at night. Can you, from these short descriptions of the visionaries and their visions, identify the works in which they slept their troubled sleeps? Awakenings on page 56.

1. This young university student dreamed that a riotous and drunken crowd piled into a wagon whose driver thereupon beat his decrepit horse to death because the animal could not pull the load.
2. While his father brooded over the debts which his sporting son had contracted in his name the son dreamed that he was driving in a chariot race.
3. A recurrent dream in which the dreaming man met a dark-haired girl in a region which he calls the Golden Country is repeated in actuality.
4. A young American writer dreamed that he was walking along a vast, deserted street with identical brownstone buildings, searching vainly for a familiar entrance.
5. Shortly before his death this clergyman dreamed about the mountains of Nebraska.
6. This little girl had a nightmare in which she saw her father's head lying in a ditch.
7. This youthful bellhop dreamed he was in the esophagus of a giant who tried to pull him out with his finger.
8. This consort of a famous ruler had a dream in which her husband's subjects bathed in his blood.
9. This adolescent girl dreamed she was swimming through an immense lake of people.
10. On the eve of an attack this young guerilla soldier dreamed that he was visited by Greta Garbo.

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BROADWAY POSTSCRIPT

The Road to Inclenberg Heights

IN ROBERT SHERWOOD'S "The Road to Rome" (1926), Fabius Maximus's wife has an affair with Hannibal to persuade him to spare Rome. The late playwright's final play **"Small War on Murray Hill"** sets out with a similar intrigue, but this time the locale is Inclenberg Heights on Manhattan during the American Revolution. Pretty young Mrs. Murray waylays General Howe with her hospitality and thereby permits the American forces to escape his invading forces.

Unfortunately, the new comedy emerges as diligent but tired theatre in both writing and performance. Leo Genn's General Howe is burdened with battle fatigue that is soon caught by the audience. When he and Mrs. Murray finally get around to "ultimate hospitality" they face its delights with as much enthusiasm as if they were headed for a game of canasta. And the next morning the fun of receiving the cuckolded husband's solicitations is mostly missed.

Except for a couple of good Sherwoodian asides, the dialogue remains surprisingly undistinguished. Boris Aaronson's colonial house and old New York background is charming, although neophyte cartographers may never quite be sure whether the handsome red-and-green arrows moving across a projected old map of Manhattan represent military deployments or General Howe's marching hormones.

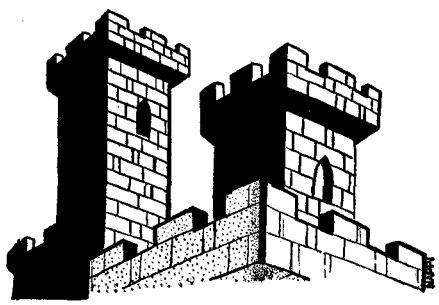
OFF-BROADWAY, Charles Morgan's **"The River Line"** delves into the mysteries of the human conscience with integrity, sensitivity, and perceptiveness. In Act I a young American wonders whether or not to tell his prospective fiancee that he has been involved in the wartime murder of a suspected spy who had been one of a group of Allied soldiers hiding out in Occupied France as part of an organized escape system. Since this debate is carried on in an atmosphere of philosophic calm and refined British social amenities, the young man seems more shy and coy than profoundly disturbed. But Act II, in which there is a flashback of the events leading up to the murder, does achieve the suspense and color of a first-class play, and Mr. Morgan is back in business. However, Act III suffers a relapse; we watch the young man receive absolution from his fiancee, the murdered man's half-sister, who, through an extraordinary extrasensory bit, communicates her half-brother's compassion towards his murderers.

Perhaps out of respect for the play's subject matter, director Stuart Vaughan and a cast headed by Beatrice Straight and Sada Thompson avoid heightened feelings; strong emotion is a form of the violence Mr. Morgan wishes us to transcend. Thus, this production might be described as a quiet search for what the playwright terms "an inner grace." Admirable as these objectives may be, the result is low-intensity transmission of material that needs all the power it can be given.

"Purple Dust" might be called the Irish version of "George Washington Slept Here." In this case the tenants are two monstrously stuffy and hypocritical members of the British bourgeoisie, and Sean O'Casey carves them up with a total lack of inhibition. That part of the plot is hilarious that has to do with the two Britishers suffering the torture of living in a decrepit old castle because they find its antiquity charming. The sequences in which an English squire battles a huge lawn-roller and a crusty old chest is hauled around by some Irish workmen with no reverence for antiques are uproarious, too. And you will chuckle at the pseudo-scholar who "passed through Oxford" by foreshadowing "Waiting for Godot" in elucidating the simple into confusion.

But the other part of the plot, where the Englishmen's mistresses abandon their dull security for an earthier life with two Irish hearties, only occasionally emerges with a life of its own. While O'Casey himself calls "Purple Dust" "a wayward comedy," director Philip Huston and his cast do not succeed in making the play's colorful digressions as delightful as they do its farce.

—HENRY HEWES.



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SR GOES TO THE MOVIES

The Wrong Men

THE TELEVISION industry has been given a fairly thorough shellacking in **"The Great Man,"** a movie made from Al Morgan's satiric novel of the same title. The Great Man, a television personality who might or might not be based roughly on Arthur Godfrey, never appears physically in the movie. He's dead when the story starts, and it's Jose Ferrer's job as a sort of second-string Ed Murrow to prepare a memorial network program for all the "slobs" who revered the man. Naturally, while preparing the program, the great man emerges in all his unlovable outlines, and by the time the job has been completed and is ready for airing Mr. Ferrer has had enough and is ready to spring the "truth." In Mr. Ferrer's portrayal the conflict is thus between cynicism and integrity and, as it usually does in movies, integrity wins.

Meanwhile we meet a stonehearted network president (Dean Jagger), an alcoholic girl-singer (Julie London), and a network executive hopefully on the make (Keenan Wynn). Through the reminiscences of these people, and a few others, the great man's career and noisome habits are delineated. It's all pretty rough, and no mercy or pity is shown any of them. But as satire it's done more with a cleaver than a stiletto, and I think that's the trouble with the movie. Both Mr. Ferrer's acting and direction are humorless. Satire ought to be funny, at least at times. And there's another flaw in the basic argument that bothered me. The audience is continually flogged as stupid, ignorant, and foolish—the willing breeder of such national cornballs as the great man, Herb Fuller. But when Ferrer's Joe Harris at last discovers integrity—to whom does he make his plea? That same audience. Might have been better to have simply dumped the project and gotten into some less soul-searing type of work.

However, there's one last comment made by the movie's network president. "Let him alone," he tells his associates, as Ferrer goes on the air to tell the truth about the great man. "We can use integrity. It sells products." The man clearly has no soul, but he's handling his job the way he sees it. There are some good performances in the movie, notably by Dean Jagger, Keenan Wynn, and Ed Wynn, who is oddly touching as the local station owner who gave the great man his first chance to reach the public. "The Great Man" is not a first-rate movie, but it has its moments.

* * *

"The Wrong Man" exhibits Alfred Hitchcock in a more documentary mood than usual. He has taken the real life case of Christopher Balistrero, a Stork Club musician who was wrongly identified as a hold-up suspect, and has shown the harrowing consequences of such inefficient police work. With Henry Fonda playing Balistrero, and Vera Miles his wife, the two get enmeshed in the police system until the husband has become a haunted wreck of his former self and his wife has mentally collapsed from the strain. Hitchcock has done the movie in the harshest of black and white, and keeps his camera lingering on prison bars, police vans, line-ups, and the puzzled face of Henry Fonda—an innocent man faced with the machinery of justice.

It is better Hitchcock than we have had for some time, and the movie might have emerged as a very good one indeed, if it were not for the fact that he has shown more interest in the details of justice than in the emotions of his characters. Thus, Mr. Fonda often seems extremely inexpressive when faced with the loss of his liberty. His face is a vacant mask the while Hitchcock plays around with the lock on the cell door, or the echoing footsteps of a jailor going down a hall. The family of the musician is so typical and average as to excite little real concern about them. Nevertheless, the movie becomes quite a shocker at times, and it is certainly helped by some stark settings.

—HOLLIS ALPERT.

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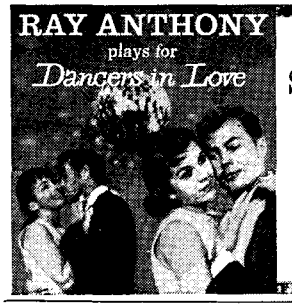

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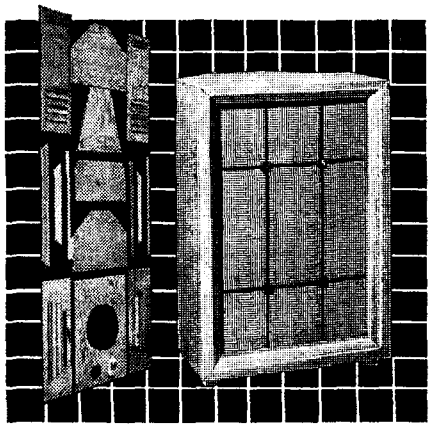

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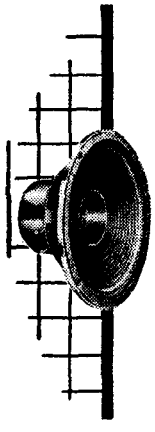

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Candy and Television

A FEW FACTS: *A new candy, especially designed to be eaten while watching television, has been put on the market. It has "a hi-fi taste" and the sound it gives off is variously described as a crunch, a crackle, or something resembling an audience in a movie house.*

Fifteen movies were shown on television every weekday in New York at the beginning of 1957 and on Saturday there were twenty-five.

Major manufacturers of TV-sets indicated that the layoffs at their plants, which have been going on for weeks, will continue. The market for sets is glutted.

THERE may be no connection between these items, but they have an ominous sound. I say this without personal rancor. Without the return of old movies, how could I ever have recaptured the joy of seeing "A Guy, A Gob, and a Girl," in which Lucille Ball first entranced me, or felt again the somber brooding of Carol Reed over "The Fallen Idol"? But I remember that movies like "Action in Arabia," "Beyond Tomorrow," "Belle Starr," and "Desperate Moment" (all visible at the moment I write) made the motion-picture theatre vulnerable to attack by even rudimentary television. In my wilder moments I imagine that Hollywood is conspiring to make a fortune out of its "oldies," at the same time destroying its competitor.

It will not be movies but uncreativeness that will do television the most harm. (Before you can talk of television being destroyed you have to imagine an alternative. While do-it-yourself and the upcoming four-day week may divert some people to the basement and the out-of-doors, I can foresee no displacement of television as entertainment.) Between the almost obligatory repetitions of people in identical formats and the hazards of launching any genuinely new style, the drift is toward the "twist."

A short time ago Jack Gould was praising Maurice Evans in *The New York Times* for being "one of the few theatre people who believes that television is worthy of his best efforts" (with which I agree) and then added "and that Shaw is to be preferred to Chayefsky." To that, with all the satisfaction Evans gave me in "Man and Superman," I demur. There is every reason in the world for television to present the plays of the past, but they were written for the stage and the most skilful of directors still has to wrestle with intractable material to make them into television. But we will not get a TV-GBS if we do not encourage our Chayefskys and the producers and sponsors of their work.

At the end of the year CBS put on three hours—from three to six on Sunday—which, taken as a whole, was one of the most impressive events of the year. It began with a roundup of the year's progress in the sciences, proceeded to a beautifully documented review of the highlights of the year, and ended with Edward R. Murrow and his staff of CBS correspondents. Each section had minor faults, but the overall effect was excellent.

One portion of the first hour threw some light on the problem of developing a proper dramatic technique for television. It used film to show us a catatonic before and after he was treated by tranquilizing drugs and then turned to a discussion of the therapy in the studio. There was nothing revolutionary in the combination of live-and-film, it was all smooth and apt, and it was something that could not be done elsewhere. It was the right way for the medium.

Some other good trys are being made on programs that cannot afford the elaborate sets and multiple cameras of the big productions. Matinee Theatre is one of these—it sometimes looks merely impoverished, but it also occasionally finds a device or a structure of shooting which is fresh. It hasn't delivered a play as fascinating as "The Little Foxes," but it hasn't always been satisfied with reviving sure hits. The major dramatic series have more scope, but precisely because they have more money in each production they tend to use material tested by time.

But the theatre doesn't live by dramatizing books, and the movies nearly killed themselves off in a generation by photographing plays. Radio was forced into creating its own way of telling a story and was arriving at a solid technique when war and give-aways and routine comedy shows and television hit it in succession. The chance now for television to develop itself—rather than exploiting its predecessors—is doubly critical, for if it succeeds it will become a great art—and save itself from starting another "treadmill to oblivion."

—GILBERT SELDES.

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MUSIC TO MY EARS

Conductors in Carnegie, Leinsdorf at the Met

ERICH LEINSDORF'S return to the Metropolitan Opera as conductor of Strauss's "Arabella" (in place of the ailing Rudolf Kempe) climaxed a week in which "name" conductors were making appearances (if not news) as regularly as commuter trains. Ernst Ansermet with the Philadelphia in Carnegie Hall began the sequence, followed by Leonard Bernstein with the Philharmonic-Symphony and Igor Markevitch with the Symphony of the Air. Meanwhile, Dimitri Mitropoulos topped his previous activity in the opera house with appearances on four successive nights.

For Markevitch this was a New York debut, accomplished by means of a curious collection of works that began with his own version for strings (plus woodwind quartet) of several lengthy excerpts from Bach's "Musical Offering," followed by three specimens of middle Verdi, and concluding with Stravinsky's "Sacre du printemps." This was almost guaranteed to avoid comparisons with any other conductor (preferences in versions of the ballet music from "Macbeth" are hard to come by). This may not have been Markevitch's intent, but it was the consequence.

The composite impression of Markevitch (taking in numerous recordings as well as this program) would be of a man with a vigorous musical temperament, a strong sense of orchestral communication, and a taste for extremes in interpretations. The quiet of the Bach (which is essentially music to be read rather than performed) was one aspect of the effectful, the noisy clamor of the "Giovanna d'Arca" and "Vespri Siciliani" overtures another. As for "La Sacre," which Markevitch understands thoroughly as well as knowing well, it is one long study in contrast between violence and repose, thus a summation of the evening as a whole.

Where Markevitch could be pinned down to an evaluation of esthetic intent, as in the cello theme of the "Sicilian Vespers" overture, his inclinations were more than a little vulgar. His conception of the "Sacre" tends toward an X-ray exposure of the musical skeleton, its bones and joints, ribs and torso, rather than the poetic overlay that makes it an artistic creation. With so responsive an ensemble as the Symphony of the Air with which to work (altered though it is from its 1954 personnel), his flashy command of a useful technique earned a satisfying measure of applause, if not as much esteem. We will know better what sort of conductor he is when he returns sometime to perform, say, a Haydn symphony.

BERNSTEIN, for that matter, exposed himself to this challenge in performing the B flat, No. 102 (of the "London" sequence), in his latest series of Philharmonic programs. This was an interesting experience in the complexities of interpretation, for it struck me that Bernstein had a sounder grasp of the visual elements in the score than he did of the sound it should make for the ear. In the succeeding performance of Bartok's "Music for Strings, Percussion, and Celesta" the musical ideas and their tonal expression were re-creatively one, the bite and intensity of the string sound, or the piano, or the percussion closely identified with the compositional blueprint. In the Haydn symphony the musical argument was logically pursued, but rather stridently and without aural charm. More warmth, more sonority, less insistence would give the music the opportunity to breathe that it lacked in this performance. At the Sunday matinee Bernstein offered himself as soloist in the G major concerto of Ravel, a work for which he has an unquestionable flair. But the plunked piano tone, the lack of sparkle in trills or runs left little doubt that as of now Bernstein is a conductor-composer-pianist, in that sequence.

Ansermet's evening was, for this listener, a little lacking in luster and musical substance. Ravel's "Mother Goose" Suite and "La Valse" hold few challenges for him or the Philadelphia Orchestra, whereas Wagner's "Faust" overture calls for a theatric sweep which is not in his nature. The time expended on Honegger's "Liturgical" Symphony left one more in doubt than ever about its philosophic program: the *religioso* affirmation of faith after doubts and conflicts is too much an esthetic cliche to be convincing without stronger musical material than Honegger provided.

"ARABELLA" and Leinsdorf seemed an altogether natural combination, even though it is eleven years since he has led a performance at the Metropolitan. Substantially this was the cast and production (Rolf Gerard's) which had introduced the work to

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America in February 1955, but with such alterations as Lisa della Casa (in place of Eleanor Steber) and Jon Crain as Matteo (in place of Brian Sullivan) to shade the values somewhat. And for those who wondered how it might sound again after two years' lapse, the appealing fact was that "Arabella" sounds ever more like a work with an atmosphere and character of its own, regardless of its family resemblances to "Rosenkavalier."

Some of the strengthened character was due to the influence of Leinsdorf, who defines its musical structure more clearly than Kempe did, illuminates the textual reference to one motive and another with compelling insight, and rarely permits the orchestra to become a brass curtain between singers and audience. If he lacks something of the lightness and mobility which gave Kempe's performance an improvisatory quality (especially at the end of Act I and in the transitions from introspection to gaiety), he provides other elements to make his contribution to the general understanding of "Arabella" a valuable one. With further acquaintance, indeed, it may be that Leinsdorf will stress other values than those to which he gave primary place in these circumstances.

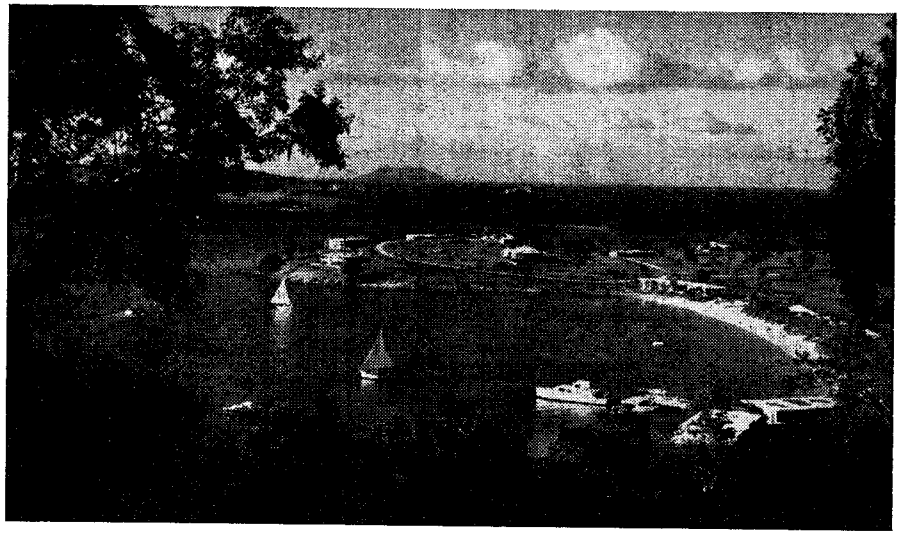
Among the circumstances, of course, was the beautiful and gifted Della Casa's first venture in a major role with an English text. Having seen her elsewhere, the musical solidity and vocal ease of her Arabella were welcome re-acquaintances. But it is possible that some of the underplaying and lack of sparkle in the dramatization were related to the unfamiliar language. Time, of course, will take care of that, for her enunciation is clear and only occasionally (as in such a word as "world") tinged by accent. Nothing she did, however, effaced the memory of Eleanor Steber's radiantly picturesque impersonation, or discredited her vocal accomplishment. Della Casa's was, merely, a different, darker, not quite so extroverted Arabella, with its own excellencies.

The strong cast provided by Rudolf Bing found George London's Mandryka even better than before, Hilde Gueden as enchanting a Zdenka as ever, and Jon Crain an apt choice for Matteo (his Metropolitan debut). This is hardly a soothing voice, but it has the power at the top to override Strauss's writing. Laurel Hurley (Fiakermilli), Ralph Herbert, and Martha Lipton all played useful parts in the lively staging by Herbert Graf. In a season already rich with operatic pleasures, "Arabella" adds substantially to the sum of them.

—Irving Kolodin.

BOOKED FOR TRAVEL

Another Opening, Another Show



St. John—"a delightful place of strange trees and old plantations."

THE year went out in a rash of openings of new hotels, new national parks, and refurbished resorts some of which we attended in company with travel writers, food writers, movie writers, movie stars, movie starlets, press agents, hotel magnates, rich men who might put up money for hotel magnates, rich men who had already put up ditto for ditto, Congressmen, sons of Congressmen, mayors, mayors' wives, assistants to governors, wives of the assistants to governors, and other necessary ingredients for flying off to someplace and opening something. It was a pretty giddy month.

For instance, we had on the one hand the Hon. Adam Clayton Powell, who had called up and invited himself on the excursion that went south to inaugurate the Virgin Islands National Park on the island of St. John. And, on the other hand, we had Mayor W. B. Hartsfield of Atlanta, who had been invited (along with the mayors of New Orleans, Fort Worth, and Houston) to officiate at the opening some days later of the Continental Hilton Hotel in Mexico City.

Congressman Powell also brought along his son, but hastened to explain to plane-mates, Congressional, envious, otherwise, or both, that the boy was there in place of a wife. In flight Congressman Powell took congratulations for a "particularly daring stand this November," told comers that he was spending four or five days at St. John, then would proceed to Jamaica to see the Prime Minister, and to Haiti to see President Magloire (later ousted). For those who might be curious about the travel habits of our lawmakers abroad I can report that Congressman Powell spent the first day aboard a small sailboat which he commandeered from the Rockefeller navy (Mr. Rockefeller, as I will explain, donated the land which comprises the park to the Government and also owns the largest resort there). The rest of the party, some fifty newsmen and women and officials, went off together in a Rockefeller cruiser to see what St. John looks like.

The day the park was dedicated all residents of the Virgin Islands were invited to a giant banquet at the small waterside village of Cruz Bay. The sun burned hot and the line to the buffet tables grew long, but Congressman Powell was easily equal to the occasion. He led a posse of dignitaries, including the Secretary of the Interior and several Congressman, past the sweltering citizens and made way for them at the head of the line. From their scattered positions through the queue, where they waited for their own lunch, the press, as a man, walked out and went to sit on the sand. Someone asked Powell for the names of those governmental types whom he had aided and after he had enumerated them he paused thoughtfully for a moment and then walked to the end of the line and joined Laurance

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Rockefeller, who was patiently waiting there in the sun with his wife.

Mayor W. B. Hartsfield distinguished himself on the flight to Mexico the following week—Powell was still in the Caribbean interviewing heads of state—a trip which the Atlanta mayor joined when one of the inaugural planes bound from New York to Mexico stopped in Houston to take on passengers and fuel. Stepping into the aircraft, which already contained such sundry personalities as commentators John Daly and Walter Cronkite, Washington columnist George Dixon, Broadway columnist Earl Wilson, and the wife and daughter of the Chief Justice of the Supreme Court of the United States, the Mayor got a warm greeting from a Hilton press man. "Well, my, thank you very much," His Honor responded. "That's very good of you." Then turning to the seated assemblage he added, "I'm just like a nigger. He likes the man who pays him off. Aha, ha, ha."

With those immortal words our plane roared off, south to the border. It was, more or less, a solid gold Constellation called by Eastern Airlines *The Golden Falcon.* There were gold racks, golden flecks in the overhead lights, gold reading lamps, gold push buttons, and a steward with a gold tooth. Unlike any other Eastern Airlines airplane I had ever been on, it had only two seats on each side of the aisle. A newsman claimed that the pilot had to be checked out in it first so he wouldn't fly it with a list.

We traveled at full steam, for we were late coming in from the east and the rule was that our plane was to be on the ground at Mexico City when the other plane coming from Los Angeles and loaded with Hollywood stars and Conrad Hilton arrived to make its grand entrance. As it turned out the Hilton Hollywood plane had to circle over the Mexico Airport until we finally made our landing. Then off swept the great man wearing a great hat and a great grin, followed by Linda Darnell, Ann Miller, Barbara Rush, Hedda Hopper, Marisa Pavan, Shirley Yamaguchi in an obi, Leo Carillo in full uniform, Miss Natalie Wood with her arms wrapped around two stuffed tigers, and Mr. Nick Hilton with his arm wrapped around Natalie Wood.

IN BUSSES marked: "Continental Hilton—Gran Apertura" we rolled through Mexico City to the Paseo de la Reforma, and so to the floodlit hotel. There was a ball up in the Belvedere, which is a rooftop aerie with glass walls and a view of town, and there was tidy *Baile de Gala* at the Jockey Club of Mexico, with a simple little floor show involving 1,000 dancers

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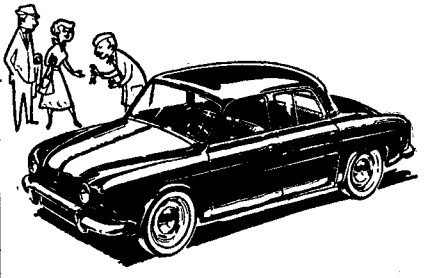

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dressed as Aztecs, acrobats who whirled through the air while attached to high poles by a cord, and fireworks that spelled out the American flag and "Continental Hilton."

There was a grand or, to put it properly, a "*Gran* Fiesta Mexicana" at a magnificent hacienda called the Casa de la Campana, where everybody got sombreros with the Continental Hilton crest on the front and tequila cocktails and a lunch in the garden. Dancers in outlandish Oaxacan costumes performed, and next day, after the baile was over, all the guests went to Acapulco to look at the site of the new Hilton hotel going up there and to have lunch at the private hacienda of Senor Miguel Aleman, who formerly did business as President of Mexico and is now closely allied to the Hilton aggregation.

For the Hiltons, who had already had gala openings to unveil the hotels in San Juan (Caribé Hilton), Madrid (Castellana Hilton), Beverly Hills (Beverly Hilton), and Istanbul (Istanbul Hilton), the *gran apertura* in Mexico was perhaps old sombrero. For the Rockefellers, opening Caneel Bay Plantation and simultaneously the Virgin Islands National Park was more of a novelty. Where Hilton chose Hollywood, Rockefeller chose Washington. If Hilton was supplying the papers with pictures of the likes of Merle Oberon dancing in a glass cage sixteen floors above the Mexico streets, Rockefeller had photographers working too. At the precise moment that Laurance Rockefeller turned over the title of the property on St. John to Secretary Seaton, Congressman Powell popped up between them, and newspapers from coast to coast printed the three of them at the official dedication ceremony.

With or without the representation of the peoples' representatives the new park was a delightful place full of strange trees and many beaches and old sugar plantations long since deserted by the Danes who finally sold the islands to the U.S. in 1917. For the National Park visitor there would be idling on the beaches, fishing off the shores, poking around among the ruins of the Danish days and even among the relics left by the Caribs and the Arawaks, the Indian tribes who lived here first.

EVENTUALLY there would be places to camp for those who would come over by boat from St. Thomas, a half-hour's plane ride from San Juan, Puerto Rico. In the meantime there was Caneel Bay, the resort once used by the Danish West Indies Company, which Rockefeller had spent $2 million on to bring up to date. For those willing and able to pay roughly $40 a day for two American plan, there was an assortment of some twenty-four fine seaside cottages. All you had to do was step out of the door, duck under the sea grape trees, step on the sand, then plunge in the turquoise sea. At night there might be a calypso band and dinner by candlelight, but by and large life at Caneel, as indeed life in all St. John, was for daylight hours for those who wanted to swim, to fish, to snorkel, and to sit.

In addition, St. John could offer the Trunk Bay Estate, a less pretentious plantation with a scant half a dozen bedrooms perched over one of the world's best beaches. A mystery writer name of Richard Ellington offers housekeeping cottages alongside Cruz Bay, which rent for $50 to $150 a week plus cook and maid and groceries. For the adventurous there were, beyond the tourist trail, the British Virgins, Tortola, Beef Island, Virgin Gorda, and others, all now under the administration of a youngish blond chap named Geoffrey Allsebrook, once of Cark-in-Cartmel, but for the last seventeen years posted to Tanganyika. There is no radio to Tortola, no telephone, no semaphore system, and the boat runs to St. Thomas just twice each week. But there are the quiet and the fine sea views off to islands called Dead Man's Chest, Peter Island, and that spicy triumvirate, Salt, Ginger, and Cooper. Sometimes you can see St. Croix, but it takes ten days to get a confirmed reservation in one of the Spartan hotels now available, and as Administrator Allsebrook was saying only the other day, it is a dashed awkward place to get to.

—HORACE SUTTON.

FRASER YOUNG'S LITERARY CRYPT NO. 708

A cryptogram is writing in cipher. Every letter is part of a code that remains constant throughout the puzzle. Answer No. 708 will be found in the next issue.

XRO HDK NCDL D IDK AR

HRNNCPC, ZOA XRO HDKKRA

IDVC BFI ABFKV.

—HECGYCNN IDHNDOPBNFK.

Answer to Literary Crypt No. 707

Darwinian Man, though well-behaved at best is only a monkey shaved. —W. S. GILBERT.

Men, Women

Continued from page 45

the mornir , she wonders, when the last baby s off to nursery school?

As Mis: ckson lets each of the children t in an almost tape-recorded gai ty, they win the reader for themse. The baby, "Mr. Beekman," is c of the most engaging two-year-o ever set down on paper. This not slight tribute to Miss Jacks ability to work with dialogue. A all, a two-year-old doesn't say h!

PARENT'S OR : This is a time of catharsis in t rts. We can watch, in Eugene O'N s "Long Day's Journey Into Night," ile a great dramatist untwists the gled influences of his early life, ads which eventually lead him to passion, pity, and understanding. if possessed of uncommon fort , we can sit at home and trace it therine Gabrielson's **"The Story Gabrielle"** (World, $2.75).

Mrs. Gabr has here retraced day by day, mstance by circumstance, the ress of her eldest daughter's illness, which began so unalarmingly just before Christmas when Gabrielle was nine, was undiagnosed so long, never admitted between parents and child, terminated by death in April when Gabrielle was two months past her tenth birthday. The narrative is addressed to Gabrielle, as though her mother were recounting, as small children love to have their mothers do, some early adventure which has become family legend. In so doing Mrs. Gabrielson must, we imagine, have sought to assuage something of the unbearable grief which her experience must have been.

If Mrs. Gabrielson's efforts for these last terrible months were heroic so were the child's, for she knew, her mother believes, before any of them, and without adult telling, that there was no future for her, only a painful now over which she could and did triumph. It was she who taught her mother to live the present moment to its fullest capacity of awareness and joy, and it is to the victorious, undaunted little spirit which she had brought into the world that Mrs. Gabrielson has written this heartbreaking tribute.

Tender, haunting, clinically detailed but never morbid, it is by no means everyone's book. To some readers it will be helpful and deeply moving, an earnest of the fact that strength is given us to bear what we must. But to others it will be an unbearable reading experience.

—PAMELA TAYLOR.

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IDEAS

France's Dr. Jekyll and Mr. Hyde

"Pierre-Joseph Proudhon," by George Woodcock *(Macmillan. 291 pp. $5.75), is the first full-length biography in English of one of the most provocative figures in early nineteenth-century France. It is reviewed here by J. Salwyn Schapiro, author of "Liberalism and the Challenge of Fascism."*

By J. Salwyn Schapiro

DURING the first half of the nineteenth century France became the battleground of the new social forces that appeared with the Industrial Revolution. Socialism in its various forms won many converts and became a leading issue. The new conflict, that between capitalists and workers, threatened an overturn even greater than the French Revolution. From this situation emerged the revolutionary thinker Pierre-Joseph Proudhon, the subject of George Woodcock's new biography.

In a sense Mr. Woodcock is a pioneer. His book is the first full-length biography of Proudhon in English. It presents a well-written account of the life of the French thinker, both private and public, and a fairly vivid picture of his personality. Best of all, it contains careful analyses of his major works, with copious extracts. Few of Proudhon's works are available in English.

In 1840 Proudhon burst into prominence with the appearance of his book "What Is Property?" In this period of social conflict a discussion of the institution of property brought immediate attention. Proudhon considered property as income derived without labor, *sans main méttre*, such as interest, dividends, and rents. That, he declared, was "theft." But income derived from labor on the farm or in the shop he called "possession," which, in his view, was morally just and socially valuable. In this early book Proudhon already exhibited qualities that became characteristic of him. These were, to quote Mr. Woodcock, "zestful writing, the love of paradox, the flair for the shattering phrase. the personal bitterness, and the eloquent invective." The book attracted many readers largely because it appealed to the mood and spirit of trenchant social criticism traditional in France.

Proudhon was a genius of polemic violence. His writings constitute one mighty torrent of vehement denunciation of persons, ideas, and movements. In the France of his day he was the great "outsider," at odds both with the bourgeois liberals who dominated the Government and with the democrats and socialists who opposed it. A contemporary once remarked that Proudhon was "that strange man who was determined that none should share his views." His writings had a revolutionary trend, but in a direction bewildering to his fellow revolutionists. With Proudhon's violent denunciations of the existing order were heard overtones of anxious conservatism: his regard for the interests of the middle class, his opposition to income taxes, his defense of inheritance, and his devotion to traditional family life. No wonder the socialists shied away from him as from a strange beast!

PROUDHON denounced capitalism with a vigor and bitterness unmatched even by Karl Marx. But his conception of a perfect society was far different from that of the latter. What Proudhon advocated was a new economic system that he called "mutualism," according to which each industry would be carried on by a voluntary, autonomous association of producers bound together by free contracts. The supreme authority in the nation would be a council representing federations of economic associations, with power only to regulate their common affairs. Agreements would take the place of laws.

Unlike Marx, Proudhon was a revolutionist who abhorred violence. The transition from capitalism to mutualism was to be made peacefully and fairly quickly by what he called a *révolution par le crédit*. A "Peoples' Bank" was to be established that would give free credit to any enterpriser who asked for it. Free credit would have the effect of paralyzing the nerve center of capitalism, *i.e.*, finance. Result: the disintegration of capitalism and its displacement by mutualism, the triumphant competitor. In the Proudhonian world, observes Mr. Woodcock, "the rational organization of economic and social problems would free the dynamic impulses for a more productive function in man's existence."

Proudhonism became a rival of Marxism for the allegiance of the revolutionary workers not only in France but also in Spain and Italy. It influenced the ideas and policies of the Paris Commune of 1871. Even more, it set going a current of social thought known as "syndicalism" that for a long time dominated French trade unionism. Proudhon, in the opinion of Mr. Woodcock, remains "among the small group of nineteenth-century social thinkers whose work still has meaning and relevance in our own age."

This opinion is debatable. As a social thinker Proudhon belongs in the category of crank philosophers whose ideas are interesting but dangerous. As a writer he is now well-nigh unreadable.

Mr. Woodcock's biography of Proudhon has the merit of being sympathetic yet critical. Yet I find the result a profile, not a complete picture. After a close study of the writings of Proudhon I came to the view that he was the "Dr. Jekyll and Mr. Hyde" among social philosophers. The "Dr. Jekyll" in him is plainly evident in the many eloquent pages extolling justice, denouncing exploitation of man by man, pleading for individual liberty, and asserting the supremacy of morality in human relations. And Proudhon acted as he preached.

Now to the "Mr. Hyde" aspect. Proudhon hated and despised political democracy. To him the principles of popular sovereignty, universal suffrage, and civil liberty were "political poverties" and "worn out childishness." Movements aiming to improve the condition of the working class encountered the furious opposition of Proudhon. Trade unions he considered as labor monopolies designed to destroy freedom to work. In his view democratic socialism would create "a pious and stupid uniformity" inimical to all progress. He denounced the movement for woman's right as baneful and stupid because he considered woman by nature the inferior sex.

Of the "Mr. Hyde" aspect of Proudhon little is to be found in the pages of Mr. Woodcock. The book is an excellent study of Proudhon in the traditional view of him as a great libertarian. It does not, however, make a contribution to a re-evaluation of the revolutionary thought of the nineteenth century. That will be another story.

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Fiction

Continued from page 43

turesque. Indeed, it is drenched in local color. But the color is applied with a serio-comic brush.

The point at issue between priest and general—or, more precisely, the saint at issue—is the wooden image of Santiago himself, patron saint of Santiago de Gante. While transforming his monastery into the "Inn of the Monks" General Braga has come upon the image that had mysteriously disappeared, during the Revolution of 1910, from the church that had been its home for two centuries. Now the General is using the saint as prime tourist bait, with the approval of those Santiagans who are making a profit from the gringo trade, but much to the displeasure of more numerous citizens who are reaping no such profit. The latter argue that the town is no longer enjoying Santiago's benevolence, and that he should be returned to the niche in which he belongs. Father Juniper, their new pastor, agrees with them. Hence the tug of war.

It is a comic-opera struggle, a very Mexican struggle, that includes plots and maneuvers on both sides, something that looks very much like grand larceny, a brilliant masquerade party —in which the general quite literally outdoes himself—a spectacular fiesta, and an occurrence that is almost certain to be accepted by the Church, sooner or later, as an authentic miracle. Through the action moves the innocent, often bewildered figure of Father Juniper, assisted by an old bandit, a saloon-keeper, an atheist.

Mr. Norman promises, I think, even more entertainment than he provides, his characters are paper thin, and at times his narrative pace slows to a walk. But it is all good fun, and the writing is admirable—reminiscent at its best, in tone, rhythm, and texture, of Robert Nathan's prose at its best.

LITERARY I.Q. ANSWERS

1.Raskolnikov in "Crime and Punishment" (Dostoevsky). 2. Phidippides in "The Clouds" (Aristophanes). 3. Winston Smith in "Nineteen Eighty-Four" (Orwell). 4. Eugene Gant in "Of Time and the River" (Wolfe). 5. The Reverend Davidson in "Rain" (Maugham). 6. Eva Shawnessy in "Raintree County" (Lockridge). 7. Richard Davenport in "Geraldine Bradshaw" (Willingham). 8. Calpurnia in "Julius Caesar" (Shakespeare). 9. Mick Kelly in "The Heart Is a Lonely Hunter" (Carson McCullers). 10. Robert Jordan in "For Whom the Bell Tolls" (Hemingway).

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IMPORTED SPANISH BULLFIGHT SPECIALTIES: Posters, Wicker Bulls' Heads, Books, Photos, Banderillas, Wineskins, other items. Folder free. Los Toros, Box 5964-S, Indianapolis, Indiana.

INQUIRING MIND? Can you interview—in brief tape recordings—men of science, engineers of distinguished accomplishment? We need such a person for visits to the learned minds in various areas across the nation. We arrange the appointment schedule for you. If you have access to an Ampex or Magnecord and can furnish references tell us about yourself (in confidence) at once. Box A-181.

ANTIQUE POSTERS — CIRCUS, DRAMA, GAY NINETIES. Spanish Toros, French Riviera, etc. Lists for stamp. Central Show Printing Co., Box S-617, Mason City, Iowa.

WANTED: Book-minded volunteers, with time on their hands, for the Patients' Library in modern East Side hospital. Rewarding work with grown-ups and children. Address Box A-611 or call PLaza 5-9285 (NYC).

RUN SPARE-TIME GREETING CARD AND GIFT SHOP AT HOME. Show friends samples of our wonderful new 1957 All-Occasion Greeting Cards and Gifts. Take their orders and earn up to 100% profit. No experience necessary. Costs nothing to try. Write today for samples on approval. Regal Greetings, Dept. 36, Ferndale, Michigan.

HARVARD STUDENT with European experience seeks position as guide, tutor, etc., for family touring Europe this summer. Box A-601.

BRITISH SHOES FOR GENTLEMEN at a fraction of their American retail price! $9.95 includes duty and import charges. Delivery in ten days from receipt of order. Unconditional money-back guarantee. Write for free illustrated catalogue. Steven Williams Sr., Ltd., 40 Chatham Road, Short Hills, New Jersey.

TOP CASH PAID for letters and documents of famous people. Ask for free brochure, "How to Sell Your Autographs." Charles R. Hamilton Autographs, Inc., 515 Madison Ave., NYC 22, ELdorado 5-3464.

CURATOR HISTORY AND SCIENCE MUSEUM: Position open September. Specializes in Southwest. Write Curator Museum, TWC, El Paso, Texas.

24th WRITERS' CONFERENCE in the Rocky Mountains. July 22 to August 9, 1957. Outstanding staff, including Warren Beck, Rolfe Humphries. Write Don Saunders, Director, 229-B Macky, University of Colorado, Boulder.

LIBRARIAN, young Englishwoman, lively, responsible, now in Massachusetts, requires work in London, England. Inclines to arts, but will consider any offer. Box A-607.

MAKE MELLOW MUSIC IMMEDIATELY with lovely imported rosewood Recorder. Perfect intonation. Not a toy. $14.50 complete. COOPER MUSICo., 62 East Division St., Chicago, Ill.

LEARN WHILE ASLEEP! Details free. Research Association, Box 610-N, Omaha.

WANTED: June-August, Central Park South (NYC) vicinity, quiet cool attractive sublet for quiet cool attractive couple. Box A-616.

REPAIRERS OF THE IRREPARABLE. Restoring China, Glass, Silver, Art Objects, Ivory, Tortoise Shell, etc. Lamps mounted. HESS REPAIRS, 168 East 33 St., NYC 16. MUrray Hill 5-4280.

PERSONALS

TRAVEL AGENCY, British background, operating European tours; offers opening for resourceful, intelligent young man NY office. Pleasant association and advancement certain for the right person. Low starting salary. Box A-620.

LEARN FRENCH, GERMAN OR SPANISH by the new Rodale Word-At-A-Time, moving vocabulary reading system, no grammar. Large series of books. Send $1.95 for hard-covered volume, first in series. Rodale Language Institute, Dept. S., Emmaus, Pennsylvania.

HOUSES AVAILABLE

For Rent

CUERNAVACA VILLA, closed in, three bedrooms with tiled baths, tiled pools, garage, garden, servant's quarters, completely furnished, suitable four adults. One thousand dollars for four months season, including servants and utilities. Patio Book Shop, Bella Vista Hotel, Cuernavaca, Morelos, Mexico.

LITCHFIELD TOWNSHIP—Studio for writer, artist. Substantially constructed. 2 rooms. Kitchen, fireplace, furnished, heated, seclusion, charm. O. W. MARRIN, LITCHFIELD, CONN. JOrdan 7-8393.

APARTMENTS FOR RENT

CREATIVE WORKERS desiring simple apartments in sunny quiet town request details. MARTHA WHITE, Florence, Arizona.

FOR RENT: Single room in private home to share with businesswoman. Partial kitchen privileges. $15 week. Double room, same privileges, $75 month. Both rooms available as a unit for $100 month. Bus to Rye (N.Y.) station at corner. Half-block to private beach. Box A-444.

CHARMING FURNISHED APARTMENT, ranch-house, private entrance, beautiful grounds, six minutes town, paved road. Box 1224, Tryon, North Carolina.

TRAVEL

EUROPEAN SPRING WITH MIDWEST TOURS: "Classical," April 13-July 5, 14 countries, $1,195. "Scandinavian," May 11-July 5, 6 countries, North Cape cruise, $895. "Olympian," April 25-July 10, via Mediterranean on luxurious "Olympia," 15 countries, $1,495. Prices from New York. Escorted groups, 22 persons. MIDWEST Tours, Reidar Dittmann, Northfield, Minnesota.

EUROPE, 60-day summer tour. Total cost $1,269. Chapman College, Orange, California.

EUROPE, CONDUCTED TOURS. 14 countries, 8 weeks. Round-trip by air, $1,283 all-inclusive. Include Italy and Scandinavia; North Sea Cruise, luxury bus, 1st class rail. Departures: June 7, 14, 21. KNIGHT TOURS, Prof. Loring Knecht (French Dept. St. Olaf College), Box 350, Northfield, Minnesota.

CRUISE ABOARD YOUR OWN YACHT. Windward and Leeward Islands. Private parties only. Selection of well appointed vessels. Price range $15 to $30 per person, per day. Write air mail. Commander Vernon Nicholson, Box 103, Antigua, British West Indies.

EUROPE—round trip by boat to England then fly to France, Poland, Finland and Russia. See below the surface with professors and scientists. Box A-608.

EUROPE '57? Can you afford $12 per day for your vacation? That's all you pay on our escorted Budget Tour of 9 major countries including hotels, meals, sightseeing and deluxe motorcoach. Total land rate for 46 days . . . $520. Specially reserved overseas flights via Pan American $545. Write or call ARDEL BUDGET TOURS, 745 Fifth Ave., NYC. ELdorado 5-7696.

VACATIONS

WINTER AND SPRING on farms and hotels welcoming children. Call LOrraine 8-0700.

"NOTHING WHATEVER TO DO"—A friendly tome, autographed by The Mastertons (authors, no less!). $3.65. Blueberry Hill, Brandon, Vermont.

GREEN SHADOWS, Old Lyme, Connecticut. Quiet informal country life, good food, comfortable beds.

BERMUDA COTTAGES. 1, 2, or 3-bedroom housekeeping cottages in choice locations. Beautifully furnished, all have fireplace, radio, efficient stove, refrigerator and telephone. Beach and Club privileges. Rates low as $185 month, November through March, including all utilities. Other months daily rates apply. Write Bermuda Cottages, Paget, Bermuda.

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"God Doesn't Love Me!"

HOW *else* can you expect poor crippled Emily to feel? Trapped in a wheelchair, with heavy steel braces dragging at her legs, she must push herself painfully through her narrow, menacing world . . . the dirty, crowded tenement she calls home.

Day after day she must sit looking out the window while the other girls and boys play in the street. She can't know the simple wild joy of running, the thrill of roller skating, the fun of skipping rope. She can't turn a handspring or chase a ball . . . she can't even play hopscotch or hide-and-seek. She's condemned to go on watching, forever prevented from joining in. Is it any wonder she's bitter?

Last summer she had to stay behind in the heat and fumes of the city while some of the luckier boys and girls in the neighborhood went to Mont Lawn, Christian Herald's camp for underprivileged children up in Nyack on the Hudson. They came back filled with glowing tales of infinite blue skies and broad green lawns, of tramps through the woods and glorious swims, of plentiful food and clean, restful beds. Emily wished that she could have gone too . . .

But this winter she *can* go! Yes, the doors of Mont Lawn are now open to this handicapped child and hundreds of others like her—the crippled, the blind, the cardiacs, the mentally retarded, the cerebral palsy cases, the epileptic. To these unfortunate girls and boys, suffering from the double blight of poverty and infirmity, Mont Lawn offers a chance to breathe the pure, sparkling air of the country. It gives them three hot, nourishing meals a day, the pleasure of song sessions around a blazing log fire, the opportunity to play games all of them can enjoy . . . a chance to sleep snugly in a bed all their own.

Yes, Mont Lawn offers these children an unforgettable vacation from the dreariness of the city slums . . . and it offers them more. For it gives them the thing they need most of all—*hope*. Friendly counselors teach them that God truly loves them, and in the beautiful interdenominational chapel they are taught the healing mercy of Jesus. When they return to the city these poor children carry within them the seed of a vision that can sustain them all their lives.

Right now, some handicapped city child has his heart set on going to Mont Lawn—some child whose chances depend on *you!* It costs so little to send a youngster to Mont Lawn . . . and it means so very, very much! Don't ignore the prompting of your warm and generous heart. Mail your contribution *today!*

$ 5.00 *feeds two children for a weekend*

$15.00 *provides for one handicapped child*

$25.00 *provides for one severely handicapped child requiring special care*

CHRISTIAN HERALD CHILDREN'S HOME
BUSINESS OFFICE: 27 EAST 39TH STREET, ROOM 617
NEW YORK 16, N. Y.

Yes, I'm eager to help some poor handicapped child go to Mont Lawn this winter for a healthful, happy vacation. I enclose my gift of $ .....

(Note: Christian Herald Children's Home is a completely non-profit organization. Your contribution is deductible on your income tax return.)

Name.....

Address.....

City..... Zone..... State.....

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KINGSLEY DOUBLE-CROSTIC NO. 1191

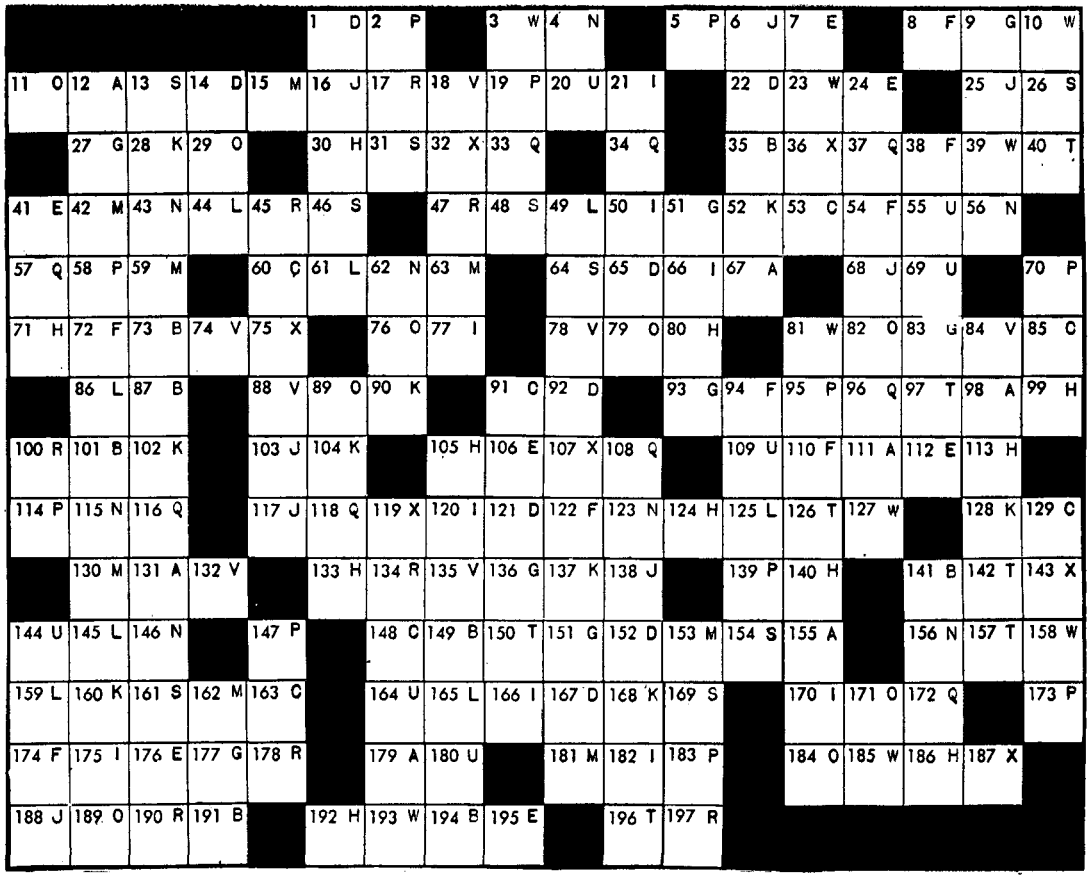
Reg. U.S. Patent Office

By Doris Nash Wortman

DEFINITIONS	WORDS
A. A new edition of stamps for use as postage printed from old plates.	131 12 98 111 155 179 67
B. To mark the leading lines of; to screen from view (2 wds.).	141 101 87 35 194 149 73 191
C. Containing the most roe (said of a shad).	129 148 85 91 163 53 60
D. The reality of which the given pattern is the representation or symbol.	22 121 14 1 92 65 167 152
E. What's left after a process such as analysis, resolution, purification, etc.	106 195 112 176 24 41 7
F. Agents.	174 122 8 110 72 54 94 38
G. To use contrivance and effort for; to manage.	136 27 151 83 93 9 51 177
H. State park 22 miles north of Philadelphia, of great historical interest (2 wds.).	99 71 133 192 186 113 30 140 124 105 80
I. Bazaars.	77 170 66 166 50 120 182 175 21
J. Hubbub (colloq.).	6 16 188 25 138 117 68 103
K. Hwang Hai (2 wds.).	102 90 137 168 28 128 52 104 160
L. A poisonous smell.	145 165 49 61 44 86 125 159

DEFINITIONS	WORDS
M. The acid which is vitamin C.	130 63 42 153 59 181 15 162
N. Date of the Versailles Treaty (in 20th cent.).	56 62 156 146 43 123 4 115
O. What makes the second step (2 wds.; not in Webster).	89 29 79 171 76 11 82 189 184
P. Important seaport city of Chile, terminus internat. railroad, airport, etc.	5 70 139 58 2 114 95 147 19 183 173
Q. Earliest moment of morning (3 wds.).	33 34 108 37 118 57 116 96 172
R. People of the "waltz capital."	45 134 100 190 17 47 197 178
S. Performance; capital punishment; effective action, esp. if destructive.	169 48 46 13 154 64 31 26 161
T. Foster.	126 196 40 97 157 150 142
U. Winds up a meal, education, etc. (2 wds.).	20 55 164 180 144 69 109
V. Constituent republic of USSR, chiefly agricultural.	88 135 74 78 18 84 132
W. Position of ice hockey player and leading scorer Geoffrion of Montreal (2 wds.).	10 193 127 185 39 3 158 23 81
X. Husbandry.	75 143 107 32 36 119 187

To solve this puzzle you must guess twenty-odd WORDS, the definitions of which are given in the column headed DEFINITIONS. Alongside each definition, there is a row of dashes—one for each letter in the required word. When you have guessed a word, write it on the dashes, and also write each letter in the correspondingly numbered square of the puzzle diagram. . . When the squares are all filled in, you will find that you have completed a quotation from some published work. If read up and down, the letters in the diagram have no meaning. . . Black squares indicate ends of words; if there is no black square at the right side of the diagram, the word carries over to the next line. . . When all the WORDS are filled in, their initial letters spell the name of the author and the title of the piece from which the quotation has been taken. Of great help to the solver are this acrostic feature and the relative shapes of words in the diagram as they develop. Authority for spellings and definitions is Webster's New International Dictionary, Second Edition.



Solution of last week's Double-Crostic will be found on page 49 of this issue.

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A sight for tourists at St. Augustine, Fla. — the Castillo de San Marcos National Monument. It dates back to 1672.

In our oldest city — you'll find the fountain of America's youth...

The first tourist to the St. Augustine area was the Spanish explorer, Ponce de Leon, who landed nearby in 1513. According to legend, he was searching for the Fountain of Youth whose waters offered perpetual youth. Some fifty years later the town was founded and later fortified to protect the Spanish galleons as they sailed for the Old World with the treasures of the New.

Today, St. Augustine offers treasures of its own to the 400,000 tourists who drive there every year. Besides the oldest masonry fort, Castillo de San Marcos, there are the Alligator Farm, the Lightner Museum of Hobbies and, nearby, Marineland. And in the city's quaint old Spanish quarter, you'll find The Oldest House as well as The Oldest Wooden Schoolhouse.

In its turbulent 400-year history St. Augustine has been put to the torch three times... been sacked by Sir Francis Drake... known pirate raids and Indian attacks.

But through it all, St. Augustine has endured... as this nation itself has endured. This endurance... this will to survive hardship and grow... is the fountain from which America draws its perpetual youth. And fittingly enough, you'll find it well demonstrated in the nation's oldest city, just about where Ponce de Leon looked for it more than four centuries ago...

FREE Tour Information

If you would like to visit St. Augustine, or drive anywhere in the U.S.A., let us help plan your trip. Write: Tour Bureau, Sinclair Oil Corporation, 600 Fifth Avenue, New York 20, N. Y. — also ask for our colorful National Parks map.

SINCLAIR SALUTES THE NATIONAL TRUST FOR HISTORIC PRESERVATION, an educational and non-profit organization of individuals and groups, which participates with its 180 member organizations and the National Park Service in a nation-wide program for the protection and development of America's heritage of historic sites and buildings.

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